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ABSTRACT The development of interlibrary cooperation in the National Capitol Area is not a simple task. The multiple, complex relations of governments on varying levels and the existence and independent sponsorship of important private association, industrial, academic and other libraries impose severe problems for any cooperative movement. A far-reaching investigation and a study in-depth of all the factors affecting interlibrary cooperation are essential as a first step in any cooperative program. Thus, this study was undertaken to: (1) assess needs for cooperative planning and action among the various types of libraries (public, Federal, university, school and special) in the metropolitan area and (2) prepare a design for subsequent research and demonstration in the areas of need. The objective was to design needed studies not evaluate programs. Over 50 in-depth interviews with people knowledgeable in the field were conducted to assess needs and assign priorities to those needs. Chapter I establishes the background of the study. Chapter II summarizes the individual areas recommended for subsequent research in interlibrary cooperation and action. The interrelationships of the component research programs are analyzed and requirements for manpower, finances and phasing of research effort recommended. Chapter III serves as a guide for implementing the recommended research design in library cooperation. (NH)

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A Research Design

for

LIBRARY COOPERATIVE PLANNING

AND ACTION

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WASHINGTON, D.C.

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A RESEARCH DESIGN

FOR

LIBRARY COOPERATIVE PLANNING AND ACTION IN THE WASHINGTON, D.C. METROPOLITAN AREA

Prepared by Booz, Allen & Hamilton, Inc., Washington, D.C.

under USOE contract with the District of Columbia Public Library
Harry N. Peterson, Director

with the support of the
Librarian's Technical Committee of the Metropolitan Council of Governments
and the
Federal Library Committee

AUGUST 1970

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Since this study is expected to be useful to all types of libraries concerned with interlibrary cooperation, but to public libraries in particular, the Biological Sciences Communication Project of The George Washington University, Department of Medical and Public Affairs was asked to arrange for publication and distribution beyond the original intent. The Study was produced by BSCP, with only minor editing, as prepared by Booz, Allen & Hamilton, Inc.

Funds have been provided by the ERIC Clearinghouse for Library and Information Science.

The discrepancy between completion date for the study and publication date is attributable to the delay in completing arrangements.

C. W. Shilling

Charles W. Shilling
Director

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July 1969

Mr. Harry N. Peterson, Director
District of Columbia Public Library
499 Pennsylvania Avenue, N.W.
Washington, D.C.

Dear Mr. Peterson:

Pursuant to contract with the Government of the District of Columbia, we are submitting our final report on the design study for a research program on the needs for cooperative planning and action between the District of Columbia Public Library and other libraries in the Metropolitan Area of Washington, D.C.

The study began in August, 1968, and concluded April, 1969, with the submission of a draft report for review by you and the Librarians' Technical Committee of the Metropolitan Washington Council of Governments (COG).

The purpose and methodology are set forth in the introductory section of the report.

The report reflects the joint and continuous effort and judgments of the consultant and key librarians representing the various types of libraries in the Washington, D.C., metropolitan area. This approach was considered most feasible in view of the challenge presented by the comprehensive and ambitious scope of the effort and the necessary limitations of time and budget.

This study was the program of the D.C. Public Library under Title III of the Library Services and Construction Act which provided the necessary funds. Its director, Mr. Harry N. Peterson, provided the necessary administrative support for the study, a working "home" for the study team, and invaluable counsel throughout the study. The cooperation, advice and support of the library staff were likewise indispensable, particularly in the area of reference services.

The Chairman of the Librarians' Technical Committee, Mr. Henry T. Drennan, provided motivated leadership to the work of the Committee, whose members devoted many hundreds of hours of time in meetings and interviews connected with the study.

The substance of the report and the methodology of the recommended research design were greatly enriched by the counsel and experience brought to the study by Mr. Paul Howard, Executive Secretary of the Federal Library Committee.

The interest, participation and administrative support of the staff of COG in the work of the Librarians' Technical Committee were instrumental in facilitating the study.

SUMMARY OF THE REPORT

Demands for more and improved governmental services continue; yet taxpayers evidence increasing concern over rising taxes, particularly at the state and local levels. The public official is on the horns of a dilemma. Shall he support new and improved services at higher costs, or shall he attempt to contain the rising costs of government or even to reduce them? This situation is especially acute in metropolitan areas where public services which were regarded as supplemental luxuries in a simple rural economy have become essential to the survival of civilization in the complex, rapid pace of urban society.

In this situation, it becomes incumbent upon public officials to explore every avenue which might lead to improvement of service at the least possible cost. The Librarians' Technical Committee of the Metropolitan Washington Council of Governments recognizing the problem, decided that one of the most promising approaches would be to consider the metropolitan area as a whole and to develop programs leading to area wide cooperation among libraries of all types. The assumption was that if the cooperation can be achieved, the total library resources of the area can be made available to anyone in the area who has a need for library and information service. A further assumption was that there exists a strong possibility that interlibrary cooperation can produce more effective application of library managerial and operational techniques to the provision of service.

The Committee realized that the development of interlibrary cooperation in the National Capital Area is not a simple task and might never be implemented completely. It understood that library cooperation in this area is not dependent solely upon the goodwill of librarians and citizens. The multiple, complex relations of governments on varying levels, and the existence and independent sponsorship of important private association, industrial, academic and other libraries impose severe problems for any cooperative movement. The lack of real knowledge about information needs of many elements of the community, the informational resources available to satisfy these needs and the obstacles to library cooperation, led the Committee to conclude that a far-reaching investigation and a study in-depth of all the factors affecting interlibrary cooperation are essential as a first step in any cooperative program.

As a first step, the Committee discussed the possibility of developing a design for a structured research program which would identify problems, provide solutions and recommend feasible programs of library cooperation within the metropolitan area. The District of Columbia Public Library volunteered to use funds available to it under Title III of the Library Services and Construction Act which, as it developed, were sufficient for the present design study.

The purpose of the study was (1) to assess needs for cooperative planning and action among the various types of libraries (public, Federal, university, school and special) in the metropolitan area, and (2) prepare a design for subsequent research and demonstration in the areas of need. Thus, the object of the work effort was to design needed studies and not to evaluate the merits of specific programs or proposals for library cooperation. It was a study to find problems and not solutions.

In assessing needs, and priorities among needs, for library cooperation, members of the study team:

- Conducted over 50 in-depth interviews with knowledgeable individuals in the following categories:
  - Members of the Librarians' Technical Committee
  - Public, special, Federal, school and university libraries exclusive of membership of the Librarians' Technical Committee
  - Officials of intergovernmental organizations
  - State library officials
  - Informed observers on metropolitan area library affairs

- Reviewed the organic documents of libraries, library plans and budgets, and literature pertinent to library cooperation, particularly among various types of libraries across jurisdictional lines. Appendix C to this report contains a selected bibliography of literature found useful to the study
- Met with the Librarians' Technical Committee on a monthly basis (1) to review progress in the study, (2) to obtain the benefits of discussion and professional critique at a time when cooperative approaches, proposals and recommended priorities were in their developmental stage, and (3) to obtain the formal concurrence of the Committee on directions, priorities, and methodology which should be incorporated in the final overall research design

The report, therefore reflects the joint and continuous effort and judgments of the consultant and key librarians representing the various types of libraries in the Washington, D.C., metropolitan area. At the outset of the study, this approach was deemed essential in light of the challenge presented by the comprehensive and ambitious scope of the effort and the necessary limitations of time and budget.

The report is structured in three chapters. Chapter I establishes the background for the study by describing the magnitude of library resources in the metropolitan area, steps which have been taken toward closer cooperation among libraries, and the methodology of the study. Chapter II summarizes the needs for subsequent research to explore opportunities for cooperative library planning and action. As a result of working closely with the Librarians' Technical Committee, nine priority areas were determined by the Committee and concurred in by the study team:

- Analysis of ongoing research into library problems in the metropolitan area
- The distribution of library facilities (and services which emanate from them)
- Cooperative manpower resource development
- Overall user needs
- Cooperative services to the socially deprived
- Regional reference and research services
- Cooperative technical processing and support activities
- Library automation and technology
- Organizational and financial requirements for cooperation

Chapter III sets forth requirements for implementation of the recommended research design in terms of organization, funding, sequencing of effort, manpower, and total calendar time.

The major technical products of the study are contained in Appendix A. This appendix includes detailed research, and as required, demonstration proposals in the recommended nine priority areas. Each proposal states the problem, describes study objectives, details methodology, proposes a time schedule, forecasts personnel requirements, recommends study organization requirements and reporting relationships, and estimates the budget needed for the study.

Although it is recognized that alternate solutions might be presented for each of the nine priority studies, it was the judgment of the study team, (supported by consultation with the Research Review Subcommittee) that this would be confusing and that, in general, a single recommended method would better serve the needs of the Librarians' Technical Committee and COG. This does not preclude bidders from suggesting alternate methods in their proposals.

Spanning approximately three years, the overall research program is estimated to cost less than 1% of the annual operating budgets of the libraries in the metropolitan area. Nevertheless, it is recognized that legal and other restrictions will prevent these libraries from financing the program from their own funds. In light of financial constraints confronting libraries generally, it is obvious that outside funding (primarily from Federal sources) will be required to implement the research programs. The cost of the program can be justified on several grounds.

- The research will produce systematically developed factual information, plans, and recommendations to replace theory and conjecture concerning areas of library cooperation. Problems thus will be anticipated prior to commitments by libraries to operational programs. Requirements for organization, financing, and facilities will be spelled out
- The research will produce needed factual and statistical information for planning by individual libraries to meet the needs of their distinctive clientele. Heretofore unavailable data on distribution of facilities and services, deployment of personnel and distribution of collections will be produced
- A coordinated and interrelated research program will assure efficient use of research resources and planned and orderly development of ventures in library cooperation on a regional basis

Cooperation among libraries, particularly those of various types across state boundaries, has and will be difficult to effect. Major political and financial problems must be surmounted. The most important barrier to any cooperative arrangement is the primary obligation of the individual library to accord priority to serving the distinctive needs of its patrons. However, the pursuit of opportunities for interlibrary cooperation rests on the assumption that sufficient commonality exists in patron needs, and in the programs and services provided to meet these needs, to justify establishment of cooperative programs leading to improved services, and hopefully, lower costs.

I. BACKGROUND OF THE STUDY

This chapter establishes background perspective for the review of the research design study on regional cooperation and planning among the major library systems in the Washington, D.C., metropolitan area.

1. The National Capital Area is Rich in the Amount and Diversity of Library Resources

The Washington, D.C., metropolitan area contains some of the nation's largest and most diversified collections of library resources.[1] Over 1,000 library and reference facilities of every type imaginable offer an estimated 85 million pieces of library materials (items cataloged, classified, or otherwise prepared for use) in service of national and community purposes. The bulk of this vast amount of materials is to be found in the Library of Congress and other national Federal libraries.

Public libraries, school, and college libraries, as well as the catch-all category of "special" or other institutional libraries, account for the remainder of local resources. Altogether, as much as one-sixth of the total library materials in the country are on deposit in the Washington, D.C., metropolitan area.[2]

Institutions which sponsor and support the varied library resources of metropolitan Washington represent virtually every sector of the region's economy.

- The District of Columbia and the governments of adjacent Maryland and Virginia counties (and cities possessing separate library systems) provide public library systems serving the population of the area through networks consisting of central and branch libraries
- The Federal government operates over 300 library and information centers serving Federal departments and agencies, schools, and military installations
- The school systems of the District of Columbia and adjacent Maryland and Virginia jurisdictions provide school libraries in elementary and secondary schools
- Over two dozen universities, and four-year and two-year colleges, operate academic libraries in the metropolitan area
- Well over 600 businesses, professional firms, and not-for-profit institutions provide libraries to serve their distinctive clientele

Public and private financial resources estimated to be in excess of $100 million are spent annually to provide library programs and services in the Washington, D.C., metropolitan area. Approximately three-quarters of these financial resources are for Federal libraries, primarily the national libraries: The Library of Congress, The National Agricultural Library, and the National Library of Medicine.

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[1] For purposes of this study, the metropolitan area of Washington, D.C., includes the District of Columbia; Montgomery and Prince George's Counties in Maryland; Arlington, Fairfax, Loudoun, and Prince Williams Counties in Virginia; as well as incorporated towns and cities within or adjacent to them, such as Alexandria, Bowie, College Park, Fairfax City, Falls Church, Greenbelt, Rockville, and Takoma Park.

[2] Based upon estimates of *The Bowker Annual of Library and Book Trade Information* for 1968 and a recent poll of libraries in the Washington, D.C., metropolitan area. The current estimate assumes an increase of 50% in library materials on hand in 1965.

2. Cooperative Planning and Action has been Evident Among Libraries in the Metropolitan Area

Cooperation among libraries and library systems in the Washington, D.C., metropolitan area has taken different forms.

Federal libraries and the public library system of the District of Columbia were early pace setters in making their resources available to a broad base of clientele in the Washington, D.C., area. An 1892 Joint Resolution of Congress opened the holdings of Federal libraries in Washington to all students, scientific investigators, and graduates of institutions of learning. In addition, the services of the District of Columbia Public Library are available to all who work, live, or go to school in the District.

Federal libraries, which have shared resources for several years, recently instituted a Federal Library Committee with the objective of providing a central vehicle for overall planning and cooperative action among the several hundred components of the Federal library system, a majority of which are located in the Washington, D.C., area. Committee task forces have worked with the Corps of Engineers and the United States Office of Education in undertaking research on problems affecting not only Army but all Federal libraries.

Five major university libraries in the area, through a consortium of universities, have commenced joint planning of programs and services to increase the scope of their collections and broaden collection accessibility to students. A teletype network is operational among the participating university libraries. This is supported by a three-day truck delivery service which has been operative for a number of years on a shared basis. Faculty and students of the participating universities have borrowing rights in each library.

The creation of an operational suburban public library film circuit in 1954 marked the beginning of a new era of cooperative planning and action among public libraries in the metropolitan area. The impact of this organization has been broader than its stated purpose of providing joint planning and inventory of film programs. More extensive cooperative activities have evolved from this loosely drawn affiliation.

The film circuit has matured into an established program which has produced minimum resource standards, special-purpose bibliographies, and coordinated film selection for participating library systems. Other forms of cooperation growing out of executive-level planning sessions of the area public librarians has included establishment and expansion of union lists of periodicals and holdings locations; exchange of loan policy statements and book catalogs; and invitational workshops on topical issues confronting top and middle management personnel.

The most ambitious recent development in public library cooperation is the agreement among libraries to initiate a metropolitan, interjurisdictional, daily truck delivery for interlibrary loans. This service is to be coordinated by the Montgomery County Department of Public Libraries. Plans exist for the service to be backed up by a teletype network comparable to that used in a state system which serves the Maryland suburban counties of the Washington, D.C., metropolitan area.

This interlibrary loan service network is conceived as a basic element in providing access to the collections of every type of library in the region. The interjurisdictional truck delivery service constitutes a milestone in an important series of developments in regional interlibrary cooperation and action in the Washington, D.C., region. Some comments concerning the economics of the operation are included in Chapter III of this report.

3. Several Needs and Trends Stimulate Cooperative Action by Area Librarians

Librarians in the Washington, D.C., metropolitan area confront many common trends, needs, and problems that require cooperation in the planning and utilization of existing and future regional library resources.

(1) The Demand for Library Services by Serious Inquirers has Increased

Librarians report that utilization by students of public, Federal, university, and special library collections and bibliographic services has increased significantly in recent years. This situation is true for many segments of the adult population of the area, which is marked by a high concentration of white-collar and

professional workers. As educational and income levels rise, the demand by this group for improved access to specialized bodies of knowledge in library collections will increase.

(2) The Demands of Socially Deprived Groups has Increased

In recent years society, through governmental and private programs at the Federal, state, and local levels, has accorded greater recognition to the special needs of groups which, for racial, ethnic, educational, or economic reasons, have not shared in the rich resources of contemporary American life.

This situation is especially acute in urban areas such as Washington, D.C., which has a high concentration of minority groups experiencing common problems of residential and cultural isolation and low income levels. These problems are by no means confined to the central city. Pockets of "rural poverty" have been found to exist in the outer rim of the metropolitan region.

Librarians are confronted with the need to be more responsive to the increasing demands of such socially deprived groups for special library programs and services. An example of such programs is High John, sponsored by the Prince George's County Memorial Library. High John, utilizing students and faculty from the University of Maryland School of Library and Information Services, seeks new approaches to bringing library resources and services to the economically and socially deprived population.

However, to an increasing extent the responsibility of the library in relation to other community service agencies providing services to such groups needs to be spelled out. In order to be fully effective in serving the socially deprived, libraries must carefully identify their distinctive needs for informational programs and services. A cooperative approach, in the opinion of many librarians, would offer potential advantages in cost savings and increased program effectiveness.

It should be stressed that the range of socially deprived groups also encompasses the vocationally and physically handicapped and persons in institutionalized settings, such as prisons, who are deprived of normal access to library resources.

(3) The Cost of Library Operations is Rising

Librarians generally cite rising operating costs as a factor supporting the need for finding new ways to provide needed services at minimal costs. The proliferation of materials published annually (more than doubled over ten years ago), together with rising costs of goods and services (book costs have risen 3½ to 4 times faster than the overall cost of living), has resulted in steadily increasing library budgets. Administrators of library and information centers of nearly every type must now compete more aggressively with other service agencies for a larger share of the financial resources of their sponsoring institutions.

Another major factor in the increasing cost trend is the high cost of automated techniques and technologically advanced devices, such as microfilm, for storing and retrieving library information, for technical processing, and for support activities such as accounting and payroll. Librarians frequently report that the applications of advanced technology to library operations result in improved quality and program effectiveness, but tend to reinforce the trend toward rising costs.

(4) Library Manpower Requirements are Becoming More Severe

Due to the specialized and interdisciplinary nature of service programs designed for varied groups of users, an increasing number of specialized professionals are needed by libraries. The American Library Association, in recognition of this problem, sponsored a national conference devoted to manpower two years ago. The United States Civil Service Commission has issued standards for library professionals in its GS 1410 series. With the increasing utilization of research and reference services, librarians report critical needs for trained professionals to staff these services. Overall, librarians indicate that an increasing proportion of their time must be devoted to training of staff and that cooperative approaches to library manpower utilization are required.

4. The Establishment of a Metropolitan Librarians' Technical Committee Provides a Solid Foundation for Regional Cooperative Library Planning and Action

The advent of regional planning bodies and Federal programs has done much to provide the means for and impetus to regional cooperation among the various types of libraries. Since its designation in 1966 by the Department of Housing and Urban Development as the region's official planning agency, the Metropolitan Washington Council of Governments (COG) has acted as intermediary in bringing the benefits of individual efforts before the metropolitan library community. The present study, financed under Title III of the Library Services and Construction Act, is a conduit for activity of COG's Librarians' Technical Committee. This Committee, established in 1966, includes representatives of every type of library system in the metropolitan area.

The Committee operates with the staff support of COG's Department of Community Resources of which it is an element. It is understood to be the first such venture in multi-state regional cooperation among libraries in the nation sponsored by a regional council of governments.

Since its inception, the Librarians' Technical Committee has served as a forum for the involvement of professional librarians in the process of cooperative planning and action. The six essential steps of the cooperative programs of the Committee involve:

- Definition of objectives
- Identification of needs and opportunities
- Assessment of resources
- Setting of priorities
- Implementation
- Evaluation

Among its recent activities, the Committee has sponsored and encouraged the planning and implementation of the previously discussed interjurisdictional truck delivery service for interlibrary loans. In addition to providing overall guidance to this study, the Committee is sponsoring a survey of the extent of services provided by metropolitan libraries to the physically handicapped.

A basic statement of role and purpose and objectives was proposed at the outset of the study to assist the present and future work of the COG Librarians' Technical Committee. This statement is included in Exhibit I, following this page. The statement was designed to provide:

- A basis for planning and evaluation of the research programs with the Committee
- Guidance to the consultants to insure the most effective and efficient use of talents and resources available to the study

The statement should be reviewed, modified as needed, and formally adopted by the Committee as a basis for its ongoing activities.

5. The Methodology of the Research Design Study was Aimed at Identifying Priority Areas for Regional Library Cooperation Warranting Further Research and Demonstration

The work of the research design study was organized so as to identify and analyze areas of cooperation which would be best suited to meeting the emerging needs of the Washington, D.C., metropolitan area. In summary, the study methodology involved execution of the following steps and procedures:

(1) Identify and Assess Programs for Cooperative Planning and Action Among Metropolitan Area Libraries

In-depth interviews were conducted with librarians of every type of library to determine the areas of greatest need and the opportunity for existing and possible cooperative programs.

EXHIBIT I

Statement of Purpose, Role, and Objectives of the COG Librarians' Technical Committee

1. Purpose and Role of the Committee

The purpose of the COG Librarians' Technical Committee is to facilitate cooperative planning and action among various types of libraries in the Washington metropolitan area. The Committee is composed of the principal librarians of major libraries in the metropolitan community, representatives of professional library service organizations, and state and Federal officials in the field of planning and development for libraries. Members of the Committee lend their guidance and support to programs of cooperative research and action (1) individually, through advice and consultation, and (2) collectively through periodic meetings.

2. Objectives of the Committee

To accomplish its role and purpose, the objectives of the Committee should be to:

- Foster a climate conducive to cooperative planning and action in the metropolitan area
- Encourage cooperation in planning and providing library programs and services on a regional basis
- Promote the most effective utilization of human, financial, and facility resources of metropolitan libraries which support library programs and services
- Encourage involvement and support of the governing authorities of libraries in efforts directed toward regional library cooperation
- Provide counsel and assistance to key government and private groups undertaking library planning in the metropolitan area
- Encourage library planning to meet the needs of the culturally deprived, socially handicapped, and immigrant groups as well as the more sophisticated needs of the research and scholastic communities
- Identify opportunities for needed research projects on library cooperation and facilitate funding and support for meritorious projects
- Assure that programs for library cooperation recognize the distinctive missions of various types of libraries as set forth in ALA standards and other professional documents
- Provide an organizational structure through which libraries can work equitably and flexibly in efforts concerned with cooperative planning and action
- Disseminate information on the work of the Committee to foster greater cooperation among libraries

(2) Review the Literature to Gather Data Needed on Studies and Cooperative Programs Undertaken in Other Communities

A search was conducted of recent articles, reports, and memoranda concerning the operations of such programs as regional library systems, centralized technical processing facilities, and related forms of library cooperation.

(3) Evaluate Alternative Approaches to Cooperative Action and Identify Implementation Considerations

Based on the literature review and wide-range interviews with librarians and public officials, alternative approaches and priorities among them were identified and analyzed. A documentary review was conducted involving legislative enactments, reports, organic papers of libraries, and guidelines of controlling executive agencies to determine constraints on cooperative programs. Implementation considerations for the alternative approaches were developed which covered issues of organization, jurisdiction, finance, technology, and acceptance by librarians.

(4) Describe and Review Research Programs with the Librarians' Technical Committee

Preliminary program proposals were drafted and submitted during periodic monthly progress report meetings with the Committee. After discussion, the Committee determined whether the program dealt with an area of sufficient priority for investment of subsequent research design effort.

(5) Document Conclusions and Recommendations Including Recommended Priorities, Phasing, Staffing, and Costs for the Entire Research Design

Following the Committee's approval of the program proposals, further analysis was undertaken concerning the interrelationships of the proposals in terms of priorities, phasing, staffing requirements, and financial costs. Final recommendations were documented and these, with an accompanying report of the research design study, were reviewed by the Committee.

II. NEEDS FOR SUBSEQUENT RESEARCH TO EXPLORE OPPORTUNITIES FOR COOPERATIVE LIBRARY PLANNING AND ACTION

The individual areas recommended for subsequent research in interlibrary cooperation and action are summarized in this chapter. The interrelationships of the component research programs are described and analyzed. Requirements for manpower, finances, and phasing of the research effort are recommended.

1. Nine Priority Program Areas are Recommended for Inclusion in the Overall Program Design

As a result of the research design effort, nine priority areas were identified by the consultants and the Librarians' Technical Committee as meriting priority attention in furthering cooperative planning and action among libraries of all major types in the Washington, D.C., metropolitan area. Individual research design proposals were formulated for investigation of each area. These are contained in Appendix A of this report. The following sections summarize the purpose of each proposal.

(1) Ongoing Research Into Library Problems in the Metropolitan Area

This proposal is aimed at identifying and analyzing recent, current and planned research in library problems and determining ways in which libraries can cooperate in maintaining, evaluating and disseminating such information on a continuous basis to guide research and planning. This is considered a logical and needed first step in an action-oriented research program to indicate opportunities for interlibrary cooperation. Currently there is no mechanism to obtain and disseminate information on research projects completed or underway in or among libraries in the metropolitan area.

(2) The Distribution of Library Facilities (and Services Which Emanate From Them)

The objective of this proposal is to determine the physical distribution of library facilities in relation to metropolitan population and transportation trends as a basis for more rational planning and utilization of facility resources. Librarians and civic planners lack the information and the analytical data for cooperation in the planning and use of library facilities including those used for public services, storage, and book processing.

(3) Cooperative Manpower Resource Development

This proposal is designed to identify the ways in which existing library manpower is deployed and trained, determine recruitment, training and manpower development needs, and recommend ways in which libraries can work together in meeting new and expanding demands for programs and services. Librarians indicate acute shortages in many job categories, increasing pressures to utilize subprofessional staff in traditionally professional positions, and lack of adequate in-service training programs.

(4) Overall User Needs

This proposal seeks to determine (1) the needs for library programs and services by the major categories of users and potential users of these and other informational services in the metropolitan area, and (2) required modifications to serve clientele marked by growing numbers (students), increased sophistication, and increased diversity (the vocationally handicapped, the institutionalized, and the socially deprived). A comprehensive and systematic study of user needs for library services in the metropolitan area and a

matching of these needs against available resources has not been undertaken. The information resulting from such a study is a prerequisite to any meaningful arrangement for cooperation in major library programs and services.

(5) Cooperative Services to the Socially Deprived

This proposal focuses on an in-depth study of the needs of users and potential users of library and informational resources who for physical, economic, and social reasons do not now enjoy access to such community resources. Special in-depth focus on the needs of this group of existing and potential library users is justified in light of the public interest considerations described in the preceding chapter.

(6) Regional Reference and Research Services

This proposal concentrates on identifying the location and extent of research and reference services in the metropolitan area and determining ways in which libraries can cooperate in strengthening these services and facilitating access to collections through mutual arrangements. Librarians generally agree on the need to find ways to strengthen and link reference and research services in the metropolitan area due to (1) the proliferation of published materials at a spiraling cost to libraries and (2) reported increases in demand for research and reference services from students, scholars, businesses, and serious inquirers among the general public.

(7) Cooperative Technical Processing and Support Activities

This proposal seeks practical arrangements whereby libraries or combinations of libraries can cooperate in book selection, cataloging, storage, and distribution in order to meet their respective needs in a more efficient manner. This area has not been systematically explored. Most libraries in the metropolitan area provide technical processing and support activities independent of each other.

(8) Library Automation and Technology

The objective of this proposal is to describe the present applications of computer and related technology to library operations and determine feasible approaches to the use of such advanced and costly equipment by libraries on a cooperative basis. As indicated in the statement of the problem section of the proposal, the vast buildup of recorded information is straining the physical storage facilities of libraries. The computerization of the Library of Congress catalog holds considerable promise for cooperative arrangements leading to improved bibliographic access and control. Also, the application of the computer, on a shared basis, to other aspects of library operations, such as technical processing and business operations, has not been explored.

(9) Organizational and Financial Requirements for Cooperation

This proposal is aimed at identifying the mechanisms and resources needed to support the recommended programs and arrangements for library cooperation resulting from accomplishment of the previously described studies. It is apparent that some formal arrangement for the financing and coordination of cooperation library programs will be required.

2. Separate Research Designs are Developed for the Priority Areas Recommended for Subsequent Research

Designs for the nine recommended research studies are included in Appendix A to this report. Each study is action oriented and constitutes a separate program proposal. The program proposals are described according to a common format consisting of seven sections.

(1) Statement of the Problem

This section describes the need and establishes the justification for undertaking the research into the specific area.

(2) Objectives of the Study

This section describes the scope and anticipated results of the study effort in each area of priority investigation.

(3) Methodology

This section enumerates and describes the recommended steps, procedures, and techniques for accomplishing the study in order to meet the stated objectives of the research.

(4) Schedule

This section describes the recommended time and phasing of the various steps which constitute the methodology of the research study. In each instance a Gantt chart has been constructed to graphically depict these elements.

(5) Personnel Requirements

This section incorporates recommendations on the background, experience, and skill qualifications which should be possessed by individuals conducting the study.

(6) Study Organization and Reporting

This section recommends arrangements for overseeing and monitoring the study effort and for reporting progress and results to the study sponsor.

(7) Estimated Budget for the Study

This section includes an estimate of the financial cost of the study based upon standard consulting rates of established professional firms. Also provided is an estimate of the number of professional man-days required to accomplish the proposed work.

3. The Recommended Research Should be a Phased Effort

For purposes of description and analysis of the concept underlying the recommended overall research design, the nine program proposals are classified into four phases. Exhibit II, following this page, describes the phases and lists the program proposals encompassed by each phase.

The phasing is represented in Exhibit III, following Exhibit II, which shows the recommended timing and duration of the nine studies. Several factors and interrelationships among the research studies are reflected in Exhibit III.

- The studies designed to identify and make more effective use of present resources and to determine user needs should be initiated concurrently since the objectives of the resource studies (1, 2, and 3) and the demand study (4) are not mutually dependent. These research efforts will provide a descriptive, statistical, and analytical base for subsequent research
- Studies concerned with close analysis of cooperative services to the socially deprived and regional reference and research services (5 and 6) should be conducted after library physical

EXHIBIT II

Suggested Priorities and Phasing Among Program Proposals for Cooperative Library Planning and Action

Phase I—Research Programs Concerned With Identifying Current Resources

1. Identifying and integrating the results of ongoing research in libraries in the metropolitan area
2. Distribution of library facilities (and services) in the metropolitan area
3. Cooperative library manpower resource development

Phase II—Research Programs Concerned with Identifying User and Potential User Needs

4. Overall survey of user needs for library programs and services

Phase III—Research Programs Concerned With Specific Library Functions and Services

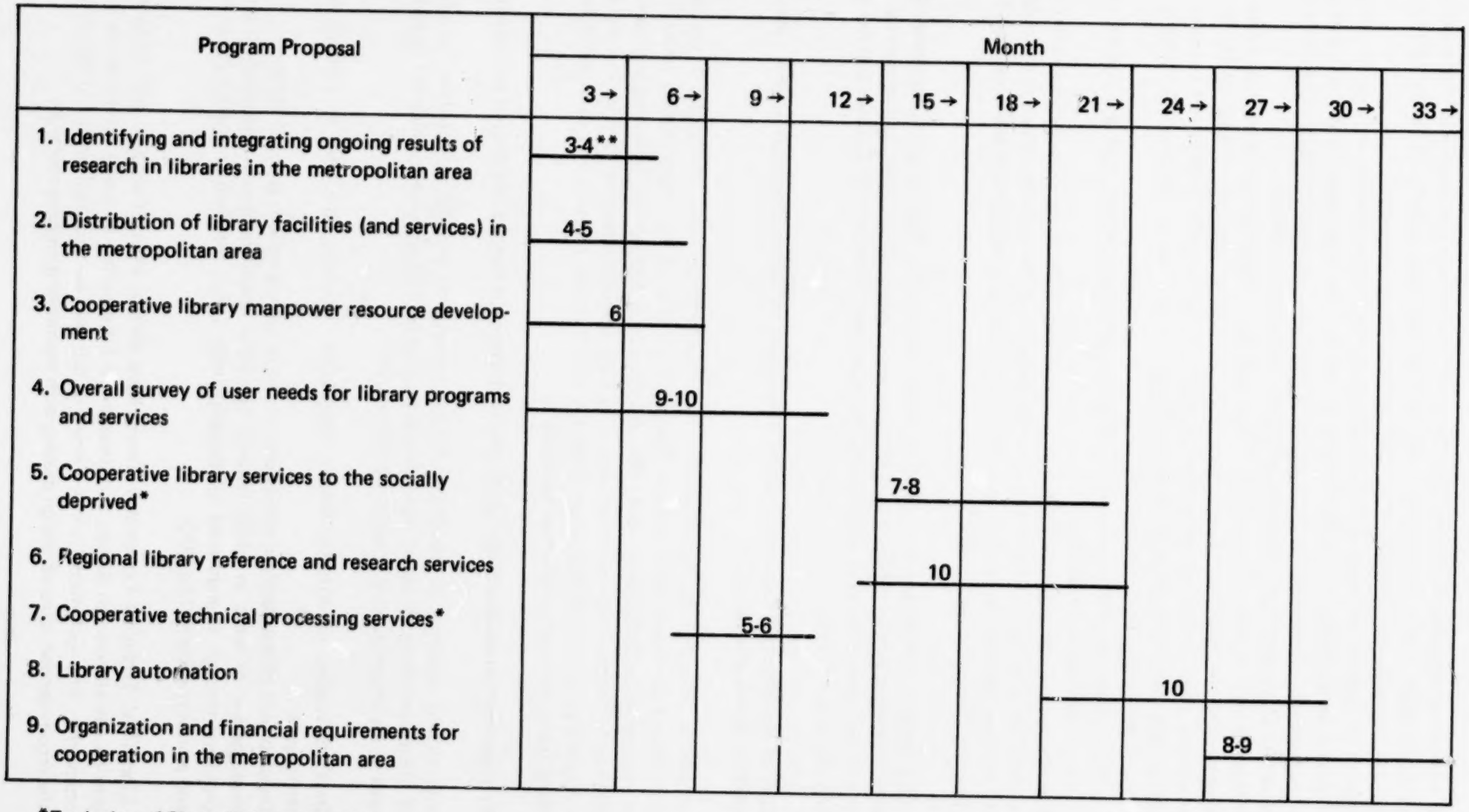
5. Cooperative library services to the socially deprived
6. Regional library reference and research services
7. Cooperative technical processing services

Phase IV—Research Programs Concerned With Linking, Administering, and Supporting Library Cooperation

8. Library automation
9. Organizational and financial requirements for library cooperation in the metropolitan area

EXHIBIT III

Recommended Phasing of Proposed Studies Comprising the Overall Research Design for Library Cooperation in the Washington, D.C. Metropolitan Area



*Exclusive of Phase II demonstration

**Figures on bars indicate calendar months

and manpower resources have been identified and overall user and potential user needs have been established. These two studies focus on two particular aspects of library services and should be accomplished with benefit of the results of the prior research

- Research on regional arrangements for cooperative technical processing and support activities (7) should be conducted with the benefit of results from the study of the distribution of library facilities. Knowledge of the location of facilities and logistical factors are essential to the careful planning of technical book processing and support services
- An investigation of library automation and related technology (8) should be undertaken after recommendations have been formulated in other areas of research. Several of the studies, particularly those concerned with regional reference and research services and technical processing, will yield findings and recommendations on the use of advanced equipment technology to strengthen library objectives
  - Costly research effort invested in library automation should have the benefit of the results of these prior studies
- Determination of the organizational and financial requirements for library cooperation in the metropolitan area (9) should be the concluding phase of the research effort and should take into account the specific recommendations for cooperation which have been reviewed by the Librarians' Technical Committee

The entire research design spans a period of nearly three years. The foregoing recommendations for phasing aim at making the most efficient and rational use of research resources. It is recognized that some adjustments may be made as a result of review by the Librarians' Technical Committee and the availability of grants from funding sources.

4. The Cost of the Proposed Research is Small in Relation to Annual Expenditures for Libraries in the Metropolitan Washington Area

As indicated in Chapter I, estimated annual expenditures for all types of libraries in the Washington, D.C., metropolitan area exceed $100 million. The projected cost of the recommended research in library cooperation ranges from $559,000 to $961,000 as reflected in Exhibit IV, following this page. The estimated maximum for research represents less than 1% of the annual budgets for libraries in the metropolitan area. This percentage is considerably lower than the allocation for research and demonstration programs made by many businesses and government agencies.

5. Library Research Outside the Scope of the Research Design is Needed and Should be Encouraged

Libraries should continue to undertake needed research to provide information for planning and solution of library problems. Areas of research and management improvement which fall outside the scope and emphasis of the recommended research design include:

- Detailed studies of existing library operations, involving the use of systems analysis techniques
- Development of standardized procedures within or among various types of libraries
- Investigation of ways in which libraries can serve needs for greater information on urban problems through strengthened relationships with urban information users such as planners and planning agencies like COG

The Librarians' Technical Committee should keep abreast of such studies, seek to integrate study findings into its overall research design, and disseminate information on study results to the metropolitan library community. The Committee will be aided in this task by accomplishment of the first study proposed in the recommended research design dealing with monitoring ongoing research.

EXHIBIT IV

Estimated Cost, Time, and Level of Effort for Proposals Comprising the Overall Research Design for Interlibrary Cooperation in the Washington, D.C. Metropolitan Area

Program Proposal	Estimated Cost (in $000)	Estimated Time (in months)	Estimated Man-Days
1. Identifying and integrating the results of ongoing research in libraries in the metropolitan area	$ 9- 11	3- 4	40- 50
2. Distribution of library facilities (and services) in the metropolitan area	40- 45	4- 5	130- 150
3. Cooperative library manpower development	50- 55	6	160- 170
4. Overall survey of user needs for library programs and services	85-100	9-10	380- 400
5. Cooperative library services to the socially deprived	55- 65*	7- 8*	220- 240
6. Regional library reference and research services	110-150	10	180- 190
7. Cooperative technical processing services	55- 65	5- 6*	220- 240
8. Library automation	90-125	10	480- 500
9. Organization and financial requirements for cooperation in the metropolitan area	65- 75	7- 8	240- 260
Totals	$559-691	61-67	2,050-2,200

*Exclusive of Phase II demonstration project

* * * * *

The proposed research should be conducted in recognition of changes in the function of libraries. Our researcher has cogently characterized this functional change.

> "Thus while the lines and the differentiation between the role of the library and other information activities may seem definite to some at present and less definite to others, the library cannot legitimately, especially in the federal complex, be consigned to play merely the storehouse. Indications are that the libraries are moving toward the information center and that the information centers are moving toward the libraries in all aspects. The distinctions are being worked out: personnel of both professional and subject expertise are coming into both, funds are being supplied on all levels, services are melding, user demands and their satisfaction center around not just materials but also information. The lines of demarcation are now disappearing and should continue to disappear. The whole concept of the library and the information center is changing and the answer seems to appear in systems or networks (made up of many parts whether labeled libraries, information centers, data analysis centers, or clearinghouses). No one is yet quite sure of the character of the system or network."[3]

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[3]Painter, Ann F. The Role of the Library in Relation to Other Information Activities. A State-of-the-Art Review. TISA Project Report No. 23, Office of the Chief of Engineers, Department of the Army, August 1968.

III. IMPLEMENTATION OF THE RESEARCH AND DEMONSTRATION DESIGN

Included in this chapter are considerations which should guide the Librarians' Technical Committee of the Metropolitan Washington Council of Governments in implementing the recommended research design in library cooperation. The chapter comments on funding arrangements and requirements for administering the overall research effort.

1. The Recommended Research Program Should be Sponsored by COG Under the Technical Guidance of the Librarians' Committee

The Metropolitan Washington Council of Governments (COG) is the officially designated regional planning body representing political jurisdictions in the metropolitan area. COG has fostered the establishment of the Librarians' Technical Committee and has provided staff support to it in connection with its periodic meetings and activities.

Accordingly, COG is a logical vehicle for sponsoring the research program in metropolitan cooperation among libraries. COG should be regarded *de facto* as the official library research agency in the Washington metropolitan area. COG should look to the Librarians' Technical Committee for expert oversight and guidance of the research program.

2. A Plan Should be Developed to Secure Funding of the Research Design

The Librarians' Technical Committee should formulate an action plan to obtain funding support for the needed research in library cooperation. The plan should consist of the following steps:

(1) Assign Responsibility for Identifying and Contacting Possible Funding Sources

This step has already been taken by the Committee Chairman. A subcommittee has been established for this purpose.

(2) Ascertain the Objectives of the Potential Funding Sources

This step is essential not only for screening possible funding sources, but for tailoring approaches and proposed research to the distinctive interests and programs of the various funding sources.

(3) Contact Funding Sources

After determination of the objectives of possible funding agencies and initial screening, the sources offering the greatest potential should be contacted by a key member of the Librarians' Technical Committee. This report should be utilized to apprise personnel of the funding agencies of the objectives and concepts underlying the overall research design.

Potential sources of funding include:

- Federal programs sponsored by agencies such as:
  - The Department of Health, Education and Welfare utilizing funds under the Library Services and Construction Act, the Elementary and Secondary Education Act, and the Higher Education Act

  - The Department of Housing and Urban Development utilizing funds pursuant to the Model Cities legislation (section 314, demonstration grants)
  - The Corps of Engineers, which in recent years has sponsored considerable research in cooperation among Federal libraries
  - The Department of Labor, which is concerned with enhancing programs of adult education in connection with enlarging employment opportunities
- State agencies concerned with library services
- Nonprofit organizations, such as the Council on Library Resources, which provides grants for projects to enhance the quality of holdings, accessibility to collections, and the effectiveness, generally, of libraries
- Charitable foundations, such as the Ford Foundation, the Agnes Meyer Foundation, and the Old Dominion Foundation

To the extent possible, the research design should be funded by a single source. This arrangement would facilitate administration of the total research effort and assure efficient phasing and coordination of various study efforts.

3. The Librarians' Technical Committee Should be Provided Staff to Assist it in Administering the Research Program

The magnitude and complexity of implementing and administering the research program justifies the provision of staff support to the Librarians' Technical Committee. The recommended reporting requirements for the various studies, the work entailed in consultant contract negotiation and administration, and the responsibilities of liaison with funding sources will constitute an undue levy on the time and energies of the volunteer members of the Committee.

A full-time staff member should provide project administrative support to COG, as the sponsoring agency, and to the Committee, which should provide technical oversight of the research program. The director should be supported by services from COG, such as library, space, housekeeping, fiscal and accounting, and contract development. This person should be on the staff of COG and could be funded through a separate grant to COG or through an added component of one of the recommended research studies. Funds for supporting services to be provided by COG could be included in the grant. A proposed budget is set forth in Exhibit V, following this page.

The proposed staff member should have two basic functions: (1) to serve as indicated, as project director of the recommended research program in library cooperation and (2) to direct ongoing programs of information and services to metropolitan libraries which foster cooperative use of physical and manpower resources. The responsibilities of the proposed director of research and regional programs for libraries should include:

- Coordinating (1) the issuance of requests for proposals to consultants and (2) the review and evaluation of proposals submitted
- Monitoring consultant reporting requirements for the various studies
- Maintaining liaison with and fulfilling reporting requirements of agencies funding the research projects
- Acting as administrative agent of the Librarians' Technical Committee and assisting it in activities concerned with investigating opportunities for library cooperation and relating such work to COG objectives and programs in other areas
- Working with and counseling and supporting libraries generally in the metropolitan area in cooperative activities
- Disseminating information on the work of the Technical Committee among its members, to COG, to funding agencies, and to the general public

EXHIBIT V

Proposed Budget for Professional Staff Support to the Librarians' Technical Committee of COG (Including the COG Library)

	Annual Cost
Compensation:	
Salary for director of research and regional programs for libraries	$22,309
Secretarial	6,000
Personnel benefits	$31,423
Other Expenses:	
Administrative Support	$ 1,100
COG Library Support	
Professional Librarian (half-time)	
Secretary (half-time)	8,200
Rent	1,200
Equipment (Amortized at 10%)	140
Printing and Duplicating	1,200
Travel and Meetings	1,500
Supplies	400
	$13,740
Total	$45,163

The director should possess:

- Formal library training
- Qualities of imagination and energetic leadership
- An ability to act in "crisis" situations
- An ability to communicate well (verbally and orally) on library matters
- An ability to inspire the confidence, cooperation, and support of the library community

The qualifications of the staff member should desirably include:

- Experience in or working with more than one type of library
- Experience in conducting research
- Experience in proposal and contract development and contracting procedures

4. The Responsibility for Directing and Undertaking the Research Program Should be Centralized to the Extent Possible

The organization of the proposed research program should seek maximum coordination to conserve manpower and financial resources and assure that the various segments of research are interrelated. As an optimum arrangement, conduct of the overall research program by one consulting organization would offer a number of advantages, including:

- Ease of contract monitoring and improved communication flow by providing a single point of contact between the sponsor and those responsible for conducting the work
- More effective coordination and job management by the consultants of the interrelated work elements and multi-disciplinary skills required to accomplish each component of the research design
- Opportunities for cost savings through unified job management and utilization of consultant knowledge on more than one aspect of the overall research program
- More expeditious accomplishment of the work program resulting from an uninterrupted work effort
- Improved integration of results from the individual studies made possible by a continuing client/consultant relationship

As the first step, the qualifications of consulting organizations should be screened to identify a manageable number (possibly three to six) firms or institutions which have the qualifications and diversified staff resources to accomplish the entire research program. These firms or institutions should be invited to submit proposals for the work which include estimates of costs (1) for the entire research program and (2) for each of the nine studies. This will permit the Librarians' Technical Committee to evaluate the proposals on a comparative basis, taking into account the various approaches and cost estimates.

The Committee will have the following options:

- Award the entire research program to one consulting organization
- Award the component studies to two or more organizations, but select one to provide overall management of the research program
- Award the component studies to two or more organizations without one having overall management responsibility

Depending on the results of the evaluation, preference should be given to the options which centralize responsibility for the research work. It is recognized, however, that financing of the research program by multiple funding sources may impede attainment of this objective. Funds may not be available at the times

required to conduct the individual studies in accordance with the recommended phasing. In addition, delays may be encountered in securing funding agency approval of consulting service contracts between COG and the consultant selected to conduct a specific study. These factors, nevertheless, argue for the initial selection of one organization to work with COG and the Committee in solving the problems occasioned by multiple funding of the research program.

In any event, COG and the Committee would have the customary option of contract cancellation should a single contractor not render satisfactory performance. Since unforeseen delays may result, which are not the fault of the consultant, in initiating parts of the research program, provision should be made for a "cost-of-living" adjustment in the contract price. Also provision should be made for amendment of the consulting contract by mutual agreement to accommodate agreed-upon changes in work scope and methodology.

It should be expected that, under any contractual arrangement for performing the work, the consultant(s) will need to draw upon the specialized skills of librarians and others outside its firm or institution who possess skills needed for various portions of the work. Subcontracting arrangements, therefore, should be anticipated and encouraged by the Committee.

Suggested criteria for evaluating proposals to conduct the research programs are contained in Exhibit VI, following this page. After application of the criteria in the proposal evaluation process, negotiations should be conducted with the preferred bidder(s) on aspects which need review and strengthening, such as qualifications of personnel, methodology, and so forth.

5. Operational Programs in Library Cooperation Should be Subjected to Periodic Cost/Benefit Evaluations

Provision should be made by the Librarians' Technical Committee for periodic analyses of the costs versus benefits of cooperative library programs undertaken as a result of research sponsored by the Committee. This should be done to assure participating jurisdictions that funds contributed to the cooperative program are realizing a return that is reasonable in relation to their investment.

For example, after approximately six months of operation the metropolitan daily truck delivery service for interlibrary loan should be subjected to such an analysis.

- The cost per book delivered by this service should be determined
- The cost per book delivered by alternative methods, such as by mail under special handling rates, should be determined
- Interlibrary loan utilization patterns should be determined. Participating libraries should maintain records permitting analysis of the type of request. If the analysis reveals, for example, that a high proportion of interlibrary loan requests are for "classics" in considerable backlog, then resort to slower, and possibly less costly, means of delivery may be justified in light of borrower needs. Thus statistics on volume and type of requests are essential in order to establish time priorities and relate these to the costs of alternative means of book delivery
- Also, the costs of methods (telephone, mail, teletype) for communicating interlibrary loan requests among participating libraries should be determined on a per-request basis. Once determined, these costs should then be related to the type of request and its adjudged priority in terms of reasonable response time to satisfy borrowers' needs

The foregoing exemplifies the type of analysis which should be applied periodically to operational programs in interlibrary cooperation, whether in their demonstration or fully operational phases. This analysis should be undertaken, not only for research projects sponsored by the Librarians' Technical Committee, but for projects sponsored and implemented by or among libraries independent of the work of the Committee. The Committee, as it has in the past, should seek to become aware of such projects and encourage their evaluation.

EXHIBIT VI

Suggested Criteria for Evaluating Program Proposals to Conduct the Recommended Research Program on Cooperative Planning and Action Among Libraries in the Washington, D.C. Metropolitan Area

1. Understanding of the Situation

a. Purpose, Scope, and Objectives of the Study

The proposal should present a clear understanding of the purpose, scope, and objectives of the study. The purpose, scope, and objectives in most instances are drawn from the request for proposal (RFP). However, it is important that the consultant demonstrate his understanding of the framework of the study.

b. Problems

The proposal should indicate awareness of problems or impediments which currently retard progress toward attainment of study objectives. The consultant should demonstrate familiarity with problems in achieving closer cooperation and more effective resource utilization among the various kinds of libraries. Areas included are social, political, technological, legal, and financial.

c. Trends

The proposal should reflect the consultant's awareness of trends associated with the problem areas noted above. This should be demonstrated by knowledge of current studies or literature in the fields related to the proposed study.

2. Approach to the Study

a. Methodology

The proposal should clearly set forth in logical fashion the approach the consultant will take to fulfill the study objectives. This should describe what is to be done and the steps that will be taken to accomplish it. The interrelationships of the tasks involved and their phasing over time should be delineated in a work plan.

b. Working Relationships with the Client

The proposal should indicate how the study team will work with the Librarians' Technical Committee of the Metropolitan Washington Council of Governments and others as necessary. Provision should be made for formal reporting and for periodic review sessions with one or more of these groups to assess progress in the study, facilitate library cooperation, and apprise interested parties of findings and recommendations as they evolve in the study.

c. Results of the Study

The proposal should specify the anticipated products of the study effort in relation to the requirements of the RFP. Such products should include documentation of study findings and recommendations and an action-oriented plan for next steps including estimated costs to the extent possible. Anticipated advantages and disadvantages of alternate courses of action should be included in the proposed results.

3. Project Team Staff

a. Organization

The proposal should indicate how the study team will be organized and how responsibilities will be allocated. This is often indicated by a chart of proposed project team organization.

b. Prior Experience and Skills of Staff Which Might be Assigned to the Project Team

The proposal should contain resumes of probable participants in the study who possess the needed experience and skills for the assignment. Study team personnel should possess demonstrated experience in working with not-for-profit institutions. They should possess skills identified as needed in the RFP.

4. Qualifications

a. General Background of the Consulting Firm or Institution

Questions to be kept in mind in evaluating proposals should include:

How long has the organization been engaged actively in consulting?

What are the backgrounds of the principals?

Is the staff composed of men who view their jobs as a profession and are, therefore, reasonably permanent?

What standards of professional conduct and practice does the organization follow?

What kind of clientele has it served?

How much of its work is repeat "business"?

b. Experience and Familiarity in Institutional Management

The organization should have extensive experience in working for clients in municipal and state governments and for a variety of not-for-profit organizations.

c. Experience Working for Libraries

The organization should be familiar with the library field through recent assignments for Federal, state, and municipal libraries. Also pertinent would be work done for professional library organizations, such as the American Library Association.

d. Experience in Information Gathering and Survey Research

The organization should demonstrate experience in conducting assignments which involve the collection and analysis of data from a variety of sources utilizing such techniques as direct interview and mail questionnaires.

e. Experience in Other Areas Pertinent to the Proposed Study

The organization should cite experience in areas such as library information and retrieval systems if this type of experience is needed for the particular study.

Appendix A
Recommended Research Design: Nine Program Proposals

APPENDIX A

I. Program Proposal to Integrate the Results of Ongoing Research Projects on Library Problems in the D.C. Metropolitan Area

1. Statement of the Problem

Recently a variety of projects have been undertaken which involve research into the library problems in the metropolitan Washington area. These have included studies concerning:

- Regional libraries in the state of Virginia
- The feasibility of establishing cooperative technical processing services for several counties in Maryland
- Computer facility feasibility survey for an association of major Washington, D.C., libraries
- Problems facing the District of Columbia public schools, including the libraries of the system
- Characteristics and development of computer technology in Federal libraries
- Manpower planning in governments of the metropolitan area, including public libraries

Other studies, not readily identifiable, may be underway or planned by various libraries and planning agencies.

Currently no single focal point or mechanisms exists for (1) ascertaining the objectives, scope, sponsorship, and funding sources of such projects, (2) relating or integrating the results of such research, and (3) disseminating the results of the research to interested libraries and library planning groups in the metropolitan area.

As a consequence, library research projects are typically planned, sponsored, and conducted without benefit of information on past, current, or planned efforts which may overlap, duplicate, supplement or complement them. The present situation offers no assurance of effective or efficient utilization of costly research resources.

A study is therefore needed to investigate means by which groups engaged in library research can be informed of the nature and results of past, ongoing, and planned research into metropolitan library problems. This requirement assumes greater importance in light of the comprehensive research design proposed by the Librarians' Technical Committee of COG.

2. Objectives of the Study

The objectives of the study are to:

(1) Identify recent, ongoing and planned library research efforts in the Washington, D.C., metropolitan area, and for each project, summarize its:

- Sponsorship
- Funding source
- Objectives and scope
- Major findings, conclusions, and recommendations (if study is completed or sufficiently advanced), including the source and accessibility of a written report of the research effort

(2) Analyze and describe the interrelationships of the research efforts identified

(3) Evaluate the interrelationships of research efforts with the research design proposed by the Librarians' Technical Committee of COG and recommend appropriate modifications in it
(4) Define the organizational, procedural, and financial requirements for obtaining, maintaining, integrating, and disseminating information on research into library problems in the metropolitan area on an ongoing basis. Consideration should be given to the potential of the Educational Resource Information Center (ERIC) in meeting regional needs for information with respect to ongoing research

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study:

(1) Conduct a literature search and analysis of library studies in the metropolitan area
(2) Develop, pretest, and administer a mail questionnaire to librarians, library agencies, and research organizations in or connected with the metropolitan area to identify:

- Past, current, or planned research projects
- Research projects that have been considered but not implemented
- Source and availability of reports of research studies
- Source of funding for research studies

(3) Analyze and describe the results of the questionnaire
(4) Obtain and review available reports of research effort
(5) Interview selected librarians and funding agencies to validate results of the questionnaire and obtain further information on needs and plans for library research and information on library research
(6) Develop a report summarizing the findings and conclusions of the study and containing specific recommendations on the organizational, financial, and procedural requirements needed to identify, coordinate, relate, and disseminate information on library research projects in the metropolitan area on an ongoing basis. A bibliography of research projects identified should be included.

4. Schedule

Assuming a concentrated research effort, the study should be accomplished in approximately three to four calendar months. Exhibit I, following this page, contains a phased schedule of work.

5. Personnel Requirements

This study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

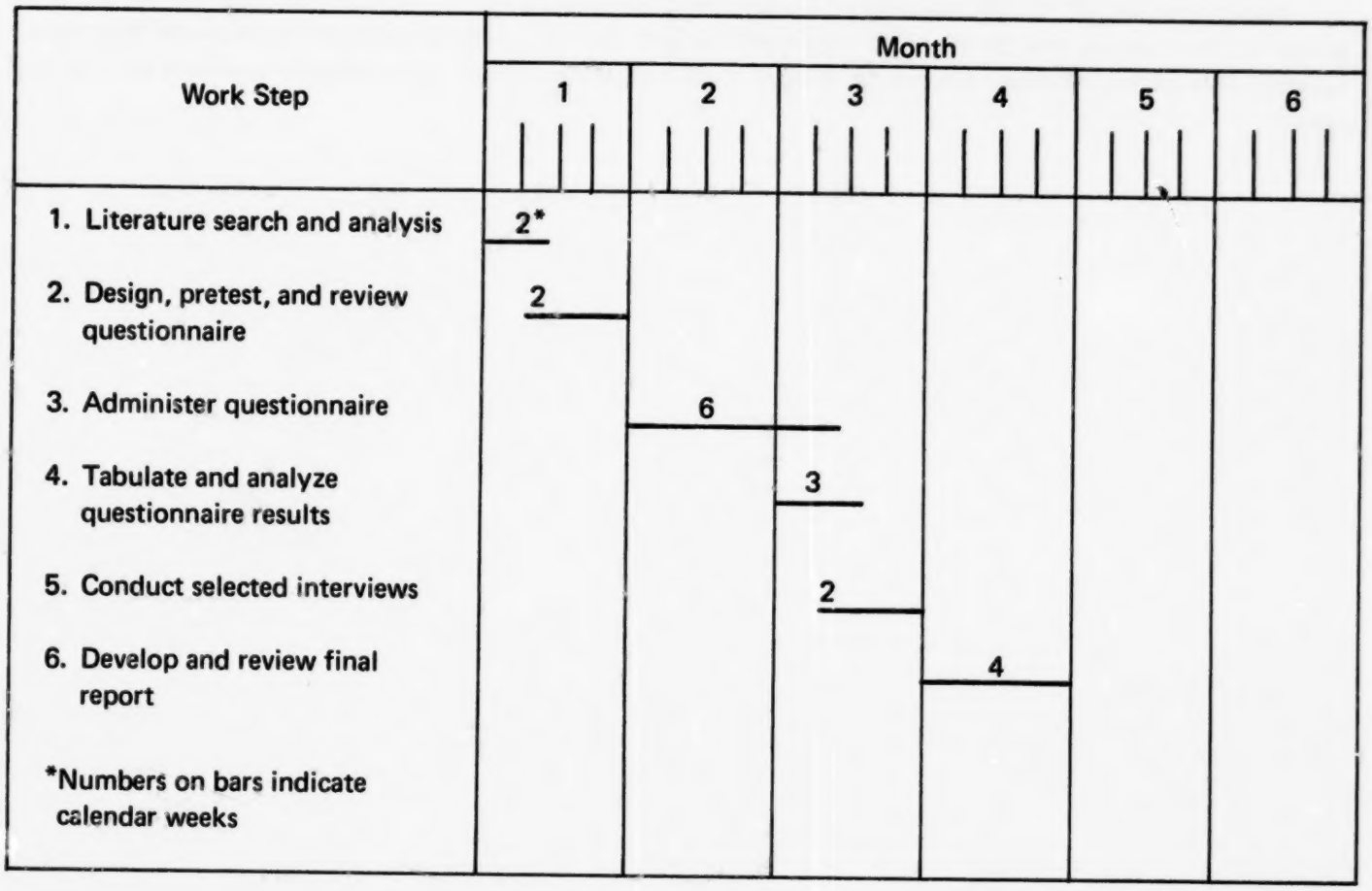
- Survey research techniques
- Administering research projects
- Working with libraries and library problems

6. Study Organization and Reporting

The study should be sponsored and guided by the Librarians' Technical Committee of COG. The individuals or firm conducting the study should furnish regular progress reports to the Committee and be prepared to meet with the Committee as required during the course of the study.

EXHIBIT I

Study to Integrate the Results of On-Going Research in Libraries



7. Estimated Budget for the Study

Approximately 40 to 50 man-days of effort (including supervisory time) would be required by the group or firm doing the study. The estimated budget for the study (including professional time and reimbursable expenses) might range from $9,000 to $11,000, based upon prevailing and standard consulting rates.

II. Distribution of Library Facilities and Service Systems in the Washington, D.C. Metropolitan Area

1. Statement of the Problem

The metropolitan region surrounding Washington, D.C., is rapidly changing in such matters as (1) growth of all categories of library service populations, (2) suburbanization of both the educated and the deprived, and (3) increased mobility of the regional population.

At present, cooperative planning and action among libraries are hampered by the absence of reliable area-wide demographic and land use data which are specifically related to the use of library facilities or suited to the detailed analysis of library service programs.

As a result of this situation planners and library administrators involved in long-range program facility and financial planning are unable to determine whether physical and human resources are being allocated properly to meet the emerging needs of library constituencies. If such resource data are not made available, a less-than-optimal allocation of resources for libraries may result. Also unless library administrators know of the distribution of metropolitan library facilities, they are not able to initiate and participate in cooperative programs on a regional basis.

In view of the prevailing need for information adequate to long-range facilities and service planning, a study is needed to determine the location and nature of major library and informational resources of the metropolitan area.

2. Objectives of the Study

The objectives of the study are to:

(1) Identify and categorize facilities of library and informational agencies in the metropolitan area by:

- Type of library (i.e., public, college, school, Federal, and special) and jurisdiction served
- Major service program characteristics (e.g., reference service, search service, young adult, general readership, etc.)

(2) Relate the location of library facilities with population grouping and transportation flow, currently and projected for the year 2000

(3) Identify existing and long-range opportunities for more effective use of facilities considering such factors as location of library facilities, transportation, and population groupings

3. Study Methodology

The following methodology should be employed in accomplishing the objectives of the study:

(1) Review literature and related research efforts

(2) Identify the location, sponsorship, and number of special libraries through interviews with librarians and review of directories, etc.

(3) Develop, pretest, and administer a mail questionnaire to the entire known population of librarians in the metropolitan area to determine the number and location of existing and proposed library facilities and, generally, the programs and services they provide and patron populations served

(4) Review the administrative program reports of major libraries and library systems
(5) Review the forward-planning reports of governmental and nongovernmental planning agencies
(6) Tabulate and analyze the questionnaire
(7) Interview representatives of libraries and planning agencies to validate questionnaire results, document interviews, and update facility plans
(8) Prepare a descriptive report of findings using either or both of the following forms: (1) an analytical guide (by subject and/or functional descriptions) to facilities and programs and (2) an overlay graphic depiction of facilities location and approximate scope of services. In addition, describe opportunities for more effective use of facilities, currently and for the long-range future

4. Schedule

With a concentrated application of research effort, the study should be accomplished within a period of four to five months. Exhibit II, following this page, sets forth a time-phased schedule of work.

5. Personnel Requirements

This study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Facilities planning
- Architecture
- Urban land use planning (urban land use specialty)
- Transportation analysis
- Library operations

6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG.

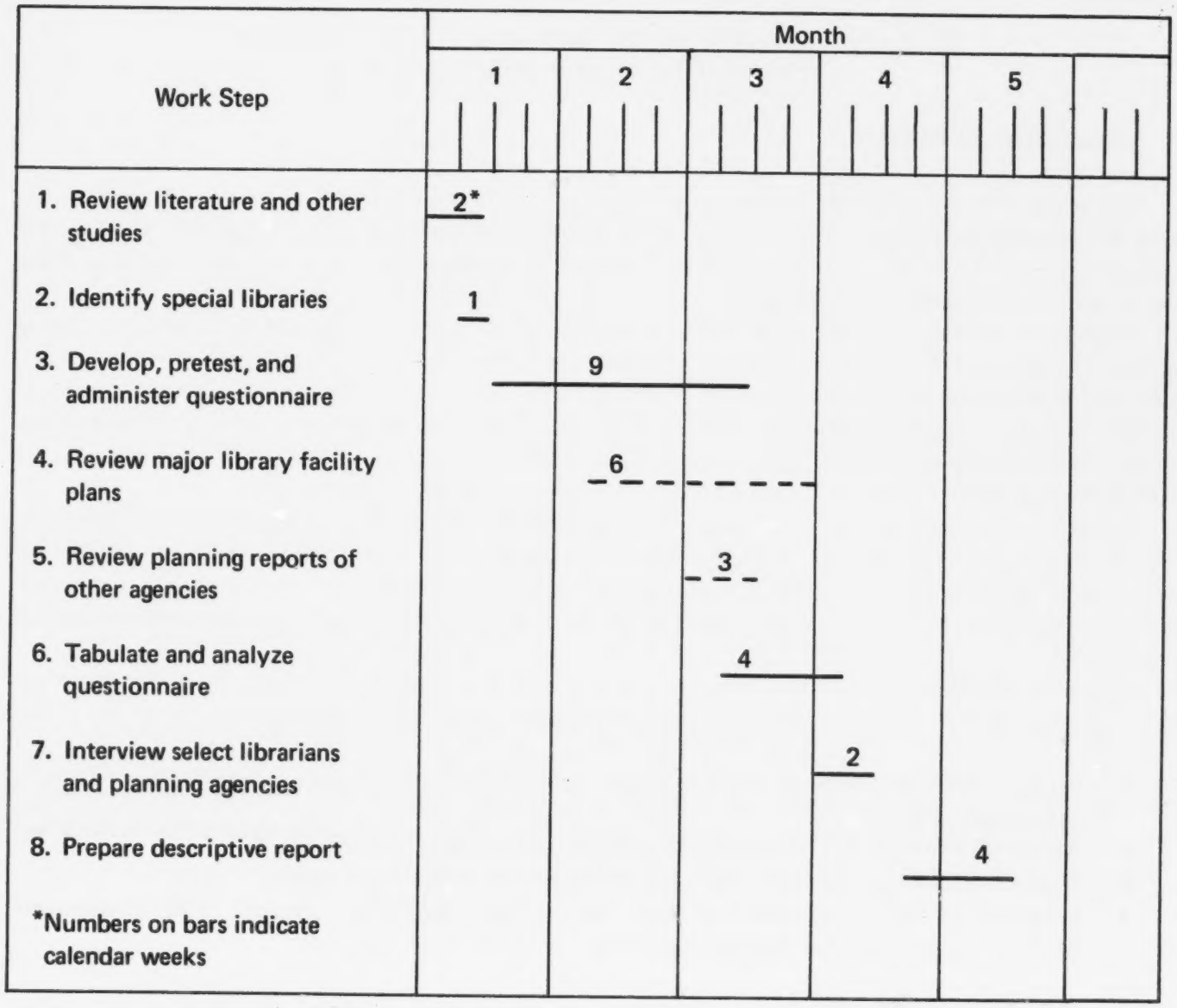
The consultants should submit regular progress reports to the Committee and be prepared to meet with the Committee (1) to review the questionnaire prior to mailing, (2) to discuss the way data will be presented resulting from the study, and (3) at the conclusion of the study.

7. Estimated Budget for the Study

The cost of the study to be performed by an outside professional firm or group is estimated to range from $40,000 to $45,000, inclusive of time and expenses, and to involve from 135 to 145 man-days of effort.

EXHIBIT II

Survey of the Distribution of Library Facilities and Services in the Washington, D.C., Metropolitan Area



III. Study to Design Cooperative Approaches to Library Manpower Resources Development and Utilization

1. Statement of the Problem

Librarians of major types of libraries in the Washington, D.C., metropolitan area have indicated continuing and growing concern over the lack of qualified professional staff available to meet the changing and expanding requirements of library programs and services. Major planning reports and library surveys of the last decade have supported this conclusion.

Traditional training programs have not kept pace with the library manpower requirements. Library administrators report that a disproportionate amount of their time is spent on training and motivating staff, thus taking away from the time which might otherwise be spent on such matters as marshaling civic support for their libraries, preparing better-documented financial statements, and planning for existing and future needs of their patron population. Specific needs include increased numbers of qualified subject specialists for reference and research services in light of increased demands by users.

Library administrators and professionals are experiencing difficulties in keeping abreast of technological changes affecting libraries. Professionals need opportunities to be stimulated by the extramural exchange of ideas found, for example, in cooperative workshops. There are existing programs sponsored, for example, by the D.C. Library Association and the Library of Congress. However, these programs are not coordinated.

Several alternatives are possible whereby libraries might cooperate in meeting needs for improved training and utilization of professional and paraprofessional personnel. These include:

- Establishment of a clearinghouse for information and consulting services supported by the library community at large
- Cooperative sponsorship of continuing education workshops for professionals
- Provision of professional staff assistance available to librarians in the region
- Extension of training programs of major libraries, such as Federal libraries, to admit personnel from other libraries in the metropolitan area

Information is currently lacking on the extent and deployment of library personnel among metropolitan area libraries, existing programs for training and efficient utilization of library personnel, and specific opportunities for cooperative arrangements in these areas. The absence of such essential information impedes efforts directed toward cooperative planning of human resources among libraries.

2. Objectives of the Study

In scope, the study should include all types of libraries in the metropolitan area, specifically: public, school, university, Federal, and special. The objectives of the proposed study are to:

(1) Identify and describe the way existing library manpower resources are allocated to library programs and services in the metropolitan area. Develop the specifications for a register of library manpower in the metropolitan area
(2) Identify and describe existing and planned programs for the recruitment, placement, utilization, continuing education, and career development of professional librarians and auxiliary library personnel
(3) Determine library manpower needs generally in terms of number and types of personnel required to meet short- and long-range programs and service objectives

(4) Describe deficiencies in existing library manpower development programs in relation to short- and long-range manpower needs
(5) Specify ways in which libraries and institutions providing training can work cooperatively to provide programs to attract, retain, train, and effectively utilize needed personnel over the short- and long-range future

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study:

(1) Review pertinent literature and results of relevant prior and ongoing studies
(2) Develop and pretest individual questionnaires to the entire known population of (1) libraries and (2) institutions training library personnel in the metropolitan area to elicit such information as:

- *Questionnaire to Libraries*
  - Objectives of training programs
  - Number, location, cost, course content, duration, and enrollment qualifications of training programs sponsored or provided to personnel
  - Allocation of present manpower to library programs and services in terms of number and types of personnel. Obtain position descriptions, rosters of names, and position titles (and qualifications) of library personnel
  - Estimates of near term and long-range manpower and training requirements in relation to planned and anticipated library program objectives and requirements
  - Existing and proposed cooperative arrangement among libraries and other institutions for recruitment, retention, training, and utilization of library personnel
- *Questionnaire to Training Institutions*
  - Objectives of training programs
  - Teaching personnel and curricula of training programs
  - Duration, cost, and enrollment qualifications of training programs
  - Numbers trained and sources of trainees and participants in programs
  - Existing and proposed cooperative arrangements with libraries or other institutions providing training of library personnel

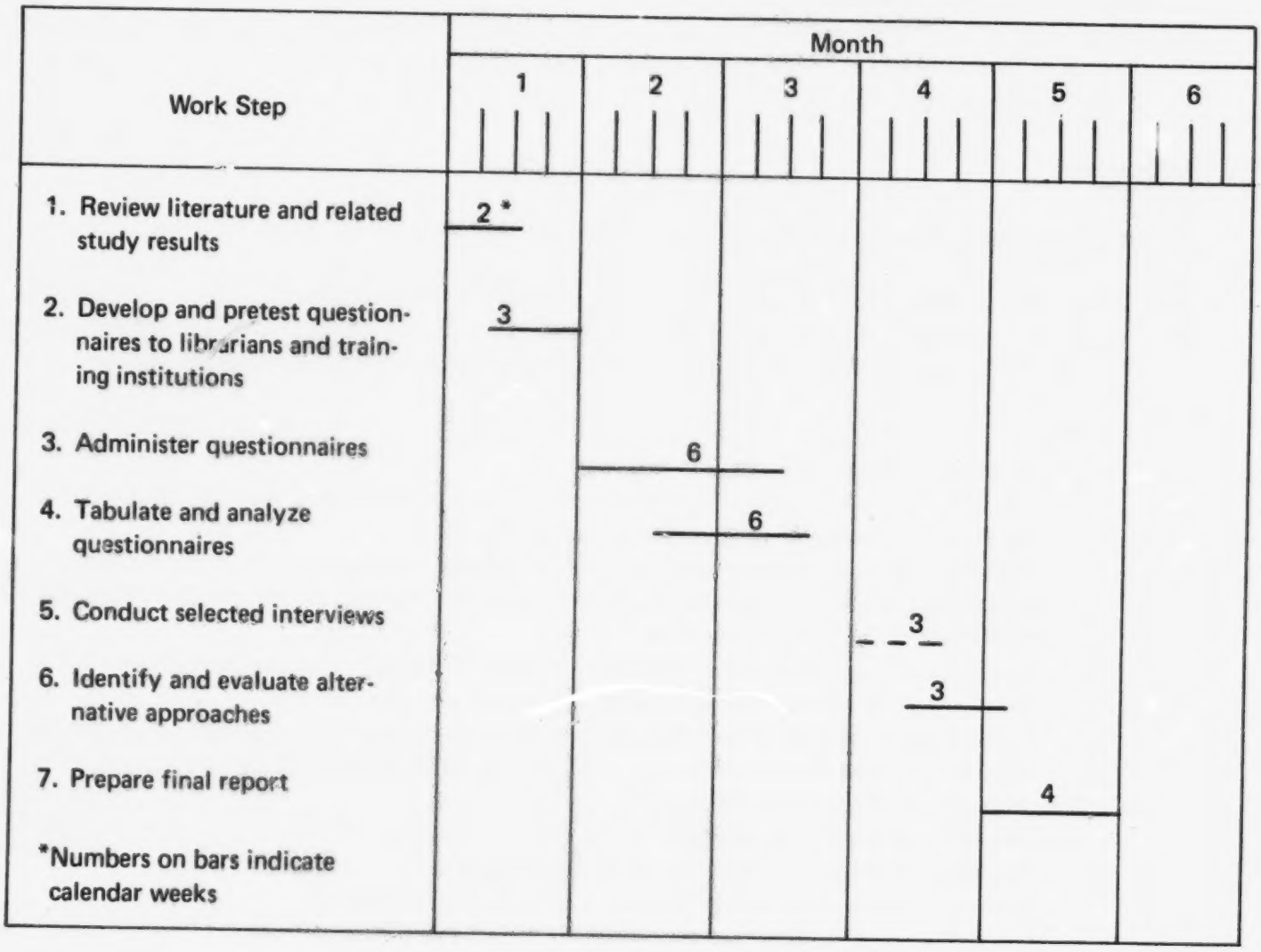
(3) Administer questionnaires
(4) Tabulate and analyze questionnaires
(5) Interview selected librarians and heads of institutions providing training to library personnel to validate questionnaire conclusions and explore proposals for cooperative arrangements
(6) Identify and evaluate alternate approaches to cooperative programs
(7) Prepare a final report which documents findings, conclusions, and recommendations of the study and contains a time-phased plan of action specifying the human, financial, and facility resource requirements and steps needed to implement the recommendations of the report. The report should contain recommended specifications for a registry of library personnel in the metropolitan area. The presentation of the report should include an orientation session(s) to introduce librarians to the total manpower resources in the metropolitan area

4. Schedule

With a concentrated application of research effort, the study should be accomplished within a period of approximately six months. Exhibit III, following this page, contains a phased schedule of work.

EXHIBIT III

Study to Design Cooperative Approaches to Library Human Resource Development and Utilization



5. Personnel Requirements

The study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Manpower training and development
- Survey of research techniques
- Personnel recruitment, classification, and evaluation
- Library operations generally

6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG.

The consultants should submit regular progress reports. At least two meetings with the Committee should be held prior to presentation of findings, conclusions, and recommendations.

7. Estimated Budget for the Study

The cost of the study to be performed by an outside professional firm or group is estimated to range from $50,000 to $55,000, inclusive of professional time and expense, and to involve from 160 to 170 man-days of effort.

IV. Program Proposal to Identify User Needs for Regional Library Service Programs

1. Statement of the Problem

Information is lacking on the current characteristics of the library patron population in the Washington, D.C., metropolitan area. Prior studies on user needs have been (1) oriented to the jurisdictions sponsoring the survey, (2) limited in purpose and scope, or (3) directed toward the programs of one type of library system, principally public libraries.

A survey of the needs of users of all types of libraries (public, school, university, Federal, and special) in the metropolitan region and the interrelationship of user needs has not been undertaken. Consequently, organized data are lacking on the number, location, and characteristics (ethnic, educational, economic) of the various groups which comprise existing and potential patrons of libraries in the metropolitan area. In addition, information is lacking on the number, characteristics, locations and needs of (1) the nonpatron and marginal use of libraries' programs and services, and (2) nonusers.

Effective long-range planning by libraries and the development of cooperative programs and services are impeded by the absence of regionally oriented information on library user characteristics and needs. A survey of user needs on a regional basis is needed as a fundamental part of an overall research design to explore ways libraries can plan and act cooperatively and make more effective use of limited resources.

2. Objectives of the Study

In scope, the study should include all types of libraries and informational resources in the metropolitan area—public, university, school, Federal, and special. The objectives of the proposed study are to:

(1) Determine the characteristics of users and potential users of the various types of libraries (public, university, school, Federal, and special) in the metropolitan area in terms of:

- Identifiable groups and numbers within each group
- Geographic location of groups
- Demographic information such as ethnic characteristics, educational levels, and income levels

(2) Determine existing patterns of library use by the various groups of library patrons
(3) Identify the specific needs for library programs and services of the various groups of users and nonusers
(4) Identify opportunities for modification of existing library objectives, programs, and services to meet more effectively the identified needs of user groups

Although it is to be comprehensive in scope, this study is to be followed by an in-depth survey of the needs of the "socially deprived" for library programs and services.

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study:

(1) Review pertinent literature and relevant user needs studies
(2) Develop and pretest a questionnaire to librarians in the metropolitan area to elicit information on:

- Existing and planned library objectives, programs, and services
- Past, current, or planned studies of user needs
- Major user groups and characteristics of user groups
- Patterns of use of patron groups
- Nonuser groups

(3) Administer the questionnaire
(4) Tabulate and analyze the questionnaire
(5) Conduct selected interviews with librarians to validate the questionnaire and gain further insights into areas encompassed by the questionnaire
(6) Collect, assemble, and analyze available demographic information on user and nonuser groups which would identify characteristics such as ethnic groupings, and educational and income levels. Language groups should also be included. Demographic projects should be developed for each political jurisdiction
(7) Identify representatives and members of groups of users and nonusers to be contacted for in-depth interviews on needs for library programs and services
(8) Develop interview schedules
(9) Conduct interviews with representatives and members of groups of users and nonusers of library programs and services to:

- Ascertain needs
- Determine criteria for selection of members of groups to be surveyed by a mail questionnaire
- Obtain names and sources of names of member groups to be surveyed by a mail questionnaire

(10) Develop and pretest questionnaires to be sent to members of groups of users and nonusers
(11) Administer the questionnaires to members of user and nonuser groups
(12) Tabulate and analyze the questionnaires
(13) Evaluate opportunities for meeting identified user needs on a cooperative basis
(14) Develop a written report describing the findings and conclusions of the study including recommendations for needed changes in library objectives, programs, and services to meet user needs more effectively. The report should include classification of user needs and their implications by type of library

4. Schedule

With a concentrated application of research effort, the study should be accomplished within a period of nine to ten calendar months. Exhibit IV, following this page, contains a phased schedule of work.

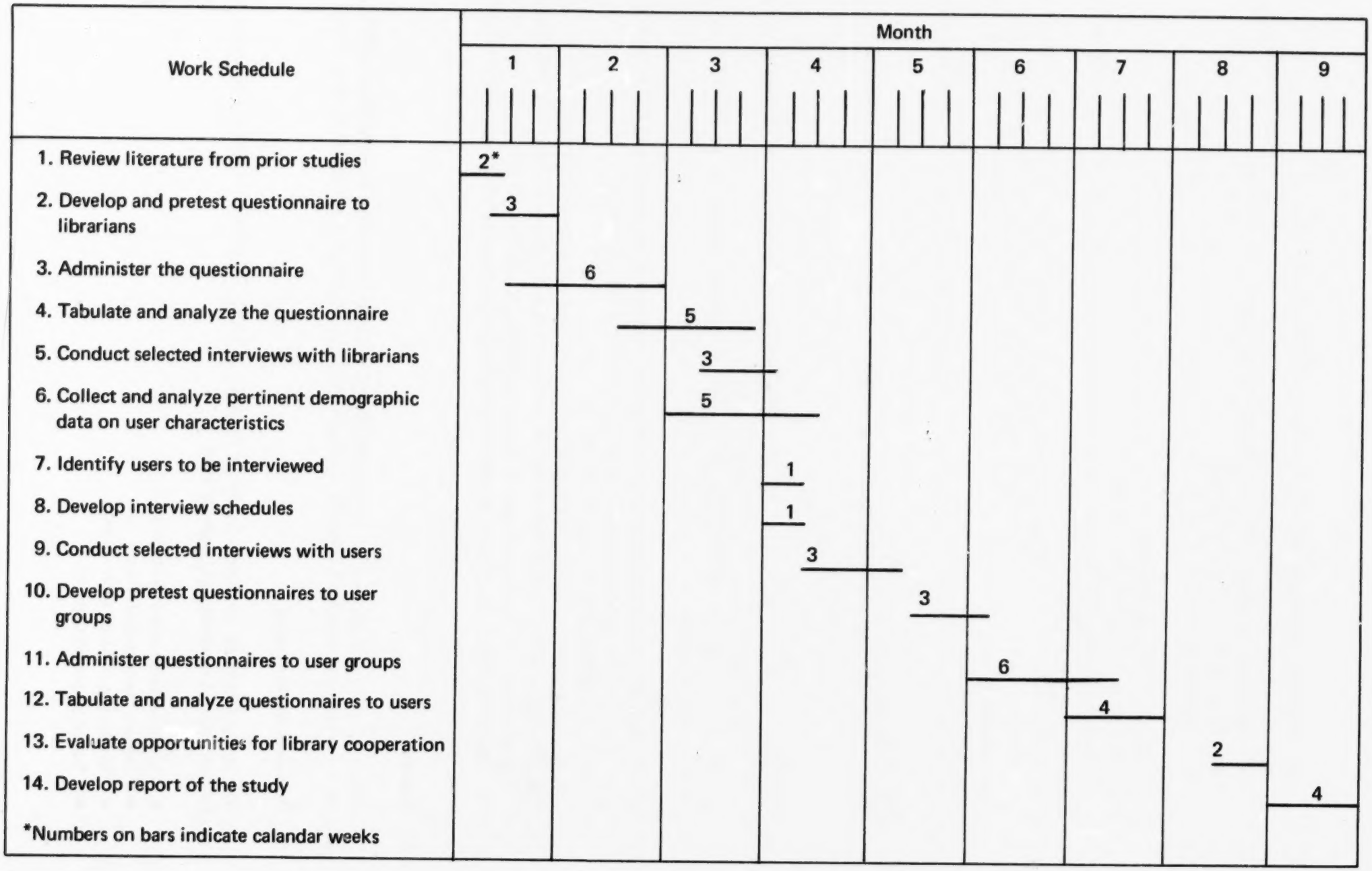
5. Personnel Requirements

The study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Libraries and library problems
- Survey research techniques
- Marketing research techniques
- Social science disciplines

EXHIBIT IV

Study to Identify Library User Needs in the D.C. Metropolitan Area



6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG. A special advisory panel of professionals in such reader service areas as young adult, preschool, handicapped, etc. should be established to assist the Committee during this study.

The consultants should submit regular progress reports to the Committee and be prepared to meet with the Committee at least once every six weeks.

7. Estimated Budget for the Study

The cost of the study to be performed by an outside professional firm or group is estimated to range from $85,000 to $100,000, inclusive of professional time and expenses, and to involve approximately 380 to 400 man-days of effort.

V. Program Proposal to Design and Demonstrate Cooperative Library Services to the Socially Deprived

1. Statement of the Problem

The Washington, D.C., metropolitan area contains a high concentration of minority and other groups which fall within the classification of "socially deprived". The term "socially deprived" is intended to encompass individuals and groups who could benefit from library services but lack access to and enjoyment of the cultural, educational, and informational resources of the community due to economic and social barriers and physical handicaps. This category of library clientele includes the:

- *Physically, mentally, or emotionally handicapped*—the blind, crippled, deaf, aging, incarcerated, institutionalized or "shut-in" (bedridden, etc.), slow learner, and problem child
- *Educationally disadvantaged*—individuals with language difficulties, actual and potential dropouts, the jobless, farm and blue-collar workers
- *Culturally deprived*—ethnic and minority groups, the foreign born, and immigrants to the city or suburbs

Federal antipoverty and related programs incorporate objectives and program activities which seek to link socially deprived groups with community library resources in a more effective manner. To an increasing extent, librarians have recognized the need to develop and expand library services to meet the special needs of such groups.

However, in meeting the needs of the socially deprived, librarians are handicapped by:

- Lack of clear specifications of the needs of many of the socially deprived groups
- Lack of standards for planning and evaluating library services to groups other than the physically and visually handicapped
- Difficulties in obtaining personnel possessing the skills necessary to provide services under expanded programs
- Difficulties in the selection of "easy-to-read" and foreign language materials particularly needed by the functionally illiterate adult, problem child, and foreign-born groups

Several approaches to meeting the needs of the socially deprived are possible. Some are cited below:

- Conduct pilot programs similar to experiments in other communities
- Investigate recent findings of social and behavioral scientists regarding minority and special groups and determine applicability to local library programs
- Sponsor a task force of public and private organizations to analyze community wide needs for social services
- Determine overall objectives of library service and focus on programs geared specifically to each library mission

Information is lacking with which to assess the relative merits of these and other approaches to a more effective allocation of library resources in response to the problems of the socially deprived. In addition to research on the overall needs of users of library services in the metropolitan area, further study is needed which focuses in depth on the library service needs of the socially deprived.

2. Objectives of the Study

In scope, the study should encompass the major types of libraries in the Washington, D.C., metropolitan area—public, school, Federal, university, and special. The objectives of the proposed study are to:

(1) Determine missions and objectives for library services

- Determine the role and responsibilities of the librarian in providing services to the socially deprived, specifically those groups who could benefit from library services
- Determine library objectives in the programs and services to the socially deprived
- Determine priorities among objectives to guide allocation of services in the research study
- Develop criteria for evaluating library effectiveness in the area of services to the socially deprived

(2) Determine the respective needs of the various socially deprived groups able to benefit from library services
(3) Determine the nature and extent of outward movement of the socially deprived from the innercity and inward movement of such groups to the metropolitan area
(4) Identify and describe existing library programs and services to the socially deprived
(5) Recommend ways in which libraries can cooperate in providing such services in light of:

- Established criteria
- Identified needs

(6) Conduct one or more pilot projects to demonstrate:

- The feasibility of increased specialization and cooperation among libraries in providing a broader spectrum of services to socially deprived groups
- The effectiveness of such cooperative efforts in meeting the specifically identified informational resource needs of socially deprived groups

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study. Two phases are proposed.

Phase I—*Determine and Design Feasible Approaches*

(1) Review pertinent literature and the results of relevant research studies. In particular, the results of the proposed study on overall user needs should be examined as well as the survey of the needs of the vocationally handicapped sponsored by the Librarians' Technical Committee of COG
(2) Develop and pretest a questionnaire to metropolitan area librarians to elicit information on:

- Role and responsibilities of librarians in providing services to the socially deprived in relation to the other public and private agencies involved in providing services to such groups
- Library objectives, programs, and services to the socially deprived in terms of:
  - Description of existing and planned services
  - Extent of cooperation with other libraries and social service agencies.
  - Number and types of personnel assigned
  - Facilities utilized and location of services

  - Costs of such services
  - Groups and patrons served
- Suggestions for improvements of such programs and services

(3) Administer the questionnaire
(4) Tabulate and analyze the questionnaire
(5) Involve educators and social workers in conferences to reach agreement on library objectives and responsibilities for programs to meet the needs of the socially deprived
(6) Identify representatives of socially deprived groups to be interviewed concerning needs for library programs and services
(7) Develop interview schedule for study
(8) Interview selected representatives and members of groups of users (and potential users) of library programs to the socially deprived to:

- Ascertain needs
- Determine criteria for selection of members of groups to be surveyed by direct interview or mail questionnaire
- Obtain names and sources of names of individuals and groups to be surveyed

(9) Develop and pretest questionnaires and/or interview schedules for survey of needs of users and potential areas of library programs and services to the socially deprived
(10) Administer the questionnaire and/or interview schedule to individuals and groups
(11) Tabulate and analyze the questionnaires
(12) Evaluate opportunities for meeting the needs of the socially deprived on a cooperative basis
(13) Prepare a report on Phase I containing a design and recommended plan of action for implementation of pilot project(s) to demonstrate the feasibility of the design

Phase II—*Demonstrate the Feasibility of the Recommended Design*

(14) Design and implement the recommended pilot project(s)
(15) Prepare a final report of the study, evaluating the pilot study(ies) and recommending needed next steps

4. Schedule

With a concentrated application of research effort, Phase I of the study should be completed in seven to eight calendar months. For planning purposes Phase II, involving implementation of pilot project(s) recommended as a result of Phase I, is estimated to span one calendar year.

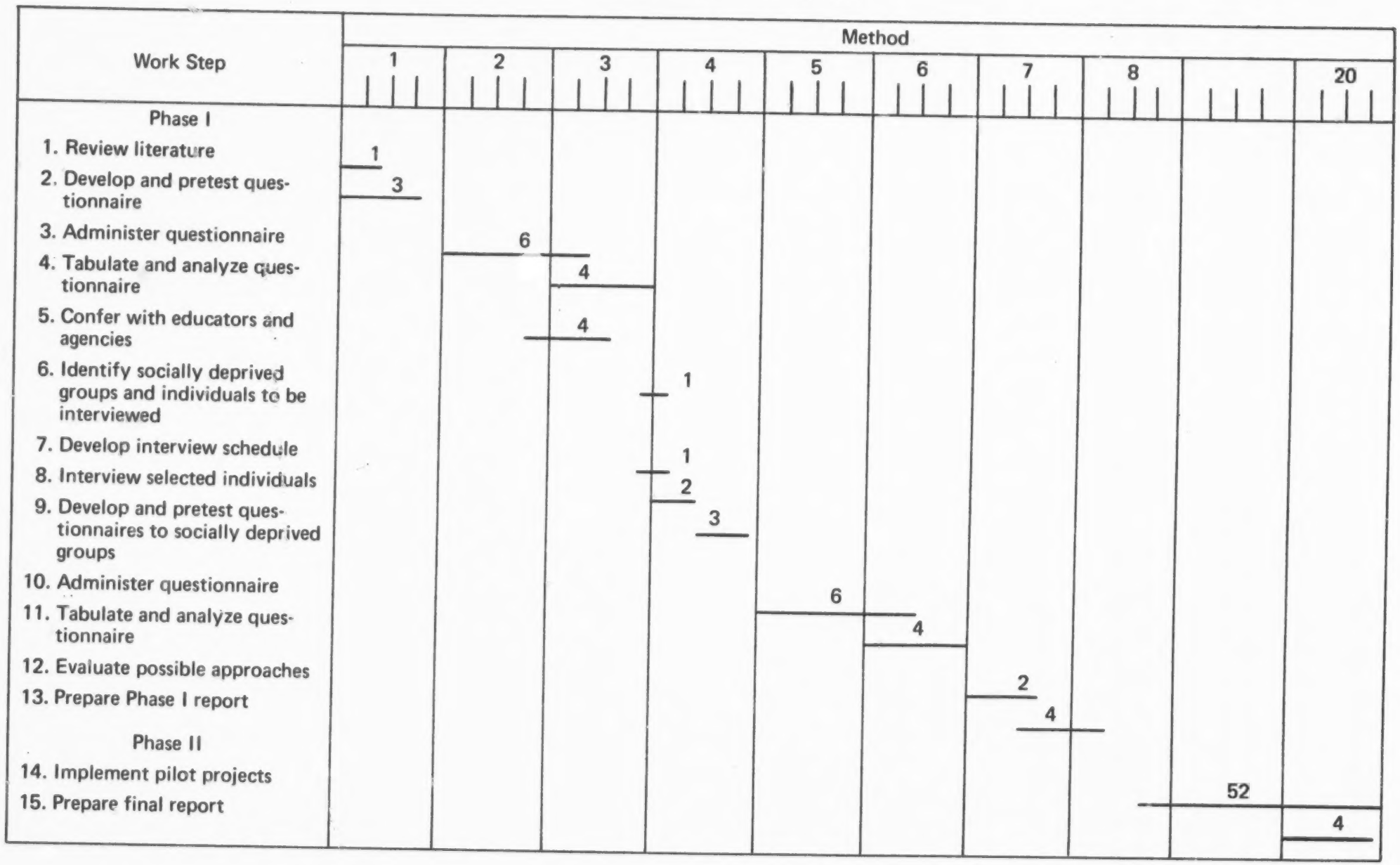
5. Personnel Requirements

The study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Social service disciplines
- Problems of urban and regional development
- Marketing research techniques
- Survey research techniques
- Library problems generally

EXHIBIT V

Study to Design and Demonstrate Cooperative Library Approaches to Meeting the Needs of the Socially Deprived



6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG. A special advisory panel should be established to assist the Committee, consisting of (1) professional librarians involved in providing services to the socially deprived, (2) representatives of other agencies providing services to such groups, and (3) individuals who are members of groups and associations which represent the major classifications of the socially deprived.

The consultants should submit regular progress reports to the Committee. In addition, the consultants should be prepared to meet with the Committee (and its advisory panel) at least once every six weeks and, specifically, at the conclusion of Phase I for purposes of reviewing the recommended demonstration design and plan of action.

7. Estimated Budget for the Study

The cost of the study to be performed by an outside professional firm or group is estimated to range from $55,000 to $65,000, inclusive of professional time and expenses, and to involve approximately 220 to 240 man-days of effort. The cost of this study may be higher or lower, depending upon whether or not the results of the metropolitan library user needs study, proposed as an earlier part of the overall research design, are available to the consultant in this study.

VI. Program Proposal to Design Cooperative Arrangements for Regional Library Reference and Research Services

1. Statement of the Problem

Reference and research services are funded and provided independently by each library and library system in the Washington, D.C., metropolitan area. Adequate information is lacking on the nature and extent, location, and possible gaps and overlaps in these services and the collections which support them. The most recent compilation of information in this area is a 1966 publication of the Library of Congress, entitled "Library and Reference Facilities in the Area of the District of Columbia." In addition to the need for updating, this publication does not purport to include all of the existing library resources in the metropolitan area, nor provide descriptions uniform in depth on collections and reference and research services. A topical index is lacking.

A survey, not published, has been conducted on the resources of Federal libraries. However, little is known concerning the strengths and weaknesses of existing services and collections, gaps and overlaps in services, location of services, user needs, and existing arrangements for cooperation among libraries in meeting user needs. As a consequence of the present situation:

- Libraries faced with growing financial constraints and rising costs lack the information needed to avoid duplication of collections and reference and research services through planning and implementing cooperative efforts
- Users lack the information needed to facilitate quick location of sources of information and material in the metropolitan area
- Libraries lack the information needed on the nature and location of materials and informational resources in the metropolitan area to meet user requests effectively and efficiently

A variety of approaches are available to effect closer cooperation in meeting growing demands for library reference and research services, including, for illustrative purposes:

- *A formal metropolitan-wide system of library resource centers*—selected libraries would serve as (1) resource centers providing backstopping strength in the general area of public library reference work and (2) research centers specializing in selected areas of advanced study. These centers would provide the next level of library resource beyond community libraries for users unable to secure materials or information at their local library or with their own library system. Routing procedures for interlibrary loan requests could be built into this approach
- *A network of independent libraries supported by informal agreements*—under this approach, libraries could specialize in certain specific subject areas and utilize telecommunications to link the network
- *Bibliographic and/or information and referral center(s)*—such centers would assist libraries and users by tapping the resources of the region's libraries and information services. Implicit in this approach is the use of telecommunications and information retrieval devices to connect the center(s) with libraries

Further research is needed to determine the characteristics of the demand for reference and research services in the metropolitan area; the nature, extent, and location of such services; and the opportunities for (and means by which) libraries can cooperate in meeting user needs for such services.

2. Objectives of the Study

In scope, the study should encompass the major types of libraries in the Washington, D.C., metropolitan area—public, school, university, Federal, and special. The objectives of the proposed study are to:

(1) Determine the characteristics and needs of users of library reference and research services in the metropolitan area
(2) Describe the present and proposed contents of collections of various types of libraries in the metropolitan area and identify subject specializations

- Development of a publication specifying the nature of the contents of metropolitan libraries
- Means of periodically updating the publication

(3) Describe existing and proposed reference and research services offered by libraries in the metropolitan area
(4) Identify strengths and weaknesses in reference and research services in terms of:

- Overlapping services
- Location of service outlets and extent of competition among them
- The extent to which reference and research collections are dislocated

(5) Describe existing patterns of interlibrary cooperation in meeting the needs of users of reference and research services
(6) Identify, evaluate, and recommend alternative approaches and specific arrangements (short- and long-range) for regional cooperative reference and research services
(7) Specify the requirements for implementing recommended arrangements for interlibrary cooperation in reference and research services

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study:

(1) Develop and pretest a mail questionnaire to the entire known population of libraires in the metropolitan area to elicit information on:

- Type and sponsorship of library
- Acquisition policy statements
- The objectives of the library and those specifically related to reference and research services.
- Nature, scope, and location of existing, proposed, and potential reference and research services
- Frequency of utilization of reference and research services
- Regulations governing use of reference and research services
- Nature and extent of referrals
- Characteristics of users of reference and research services (e.g., age, educational and income levels, subject interest, geographic location)
- Numbers and types of staff performing reference and research services
- Existing and planned utilization of equipment and technological advances to aid reference and research services
- Costs of reference and research services
- Existing and planned arrangements for interlibrary cooperation in reference and research services

(2) Administer the questionnaire to librarians
(3) Tabulate and analyze questionnaire responses, giving particular attention to evidence of duplication and overlaps in:

- Existing, proposed, and potential research and reference services
- Patrons served
- Reference and research collections
- Circulation
- Deployment of manpower
- Utilization of facilities and equipment

(4) Conduct in-depth interviews with selected librarians to validate conclusions drawn from the questionnaire analysis and explore the possibilities and implications of regional arrangements for cooperative research and reference services. Obtain estimates of what should be optimum service levels
(5) Conduct in selected major libraries onsite investigations and scientific samples of collection content, utilization patterns (type of user, nature of request, frequency of use, method of fulfilling request, nature and frequency of referrals, etc.)
(6) Visit selected metropolitan areas outside Washington where regional cooperative reference and research services are operational and of possible applicability to the Washington area (e.g., the 3R program in New York State)
(7) Identify and evaluate alternative approaches to library cooperation in research and reference services
(8) Prepare designs for preferred alternatives
(9) Prepare a final report of the study containing:

- Specifications for systems and arrangements (short- and long-range) for regional cooperative reference and research services in areas such as:
  - Services to be offered
  - Location and organization of major elements of the cooperative system
  - Computerized analytical index to library resources which includes a thesaurus-type index in a hierarchical arrangement to indicate depth of collection and type of materials (e.g., the Federal libraries resource survey)
  - Problems and needed changes (charter and organization) in those libraries which would provide centers for reference and research services
  - Needed communication networks and computer applications
  - Steps to phase short- and long-range projects into a more formed metropolitan-wide system
  - Financial requirements, including sources of outside funding for operational systems including formulae for cost-sharing
  - Needed changes in legislation
  - A time-phased plan of action indicating the steps required to implement the design

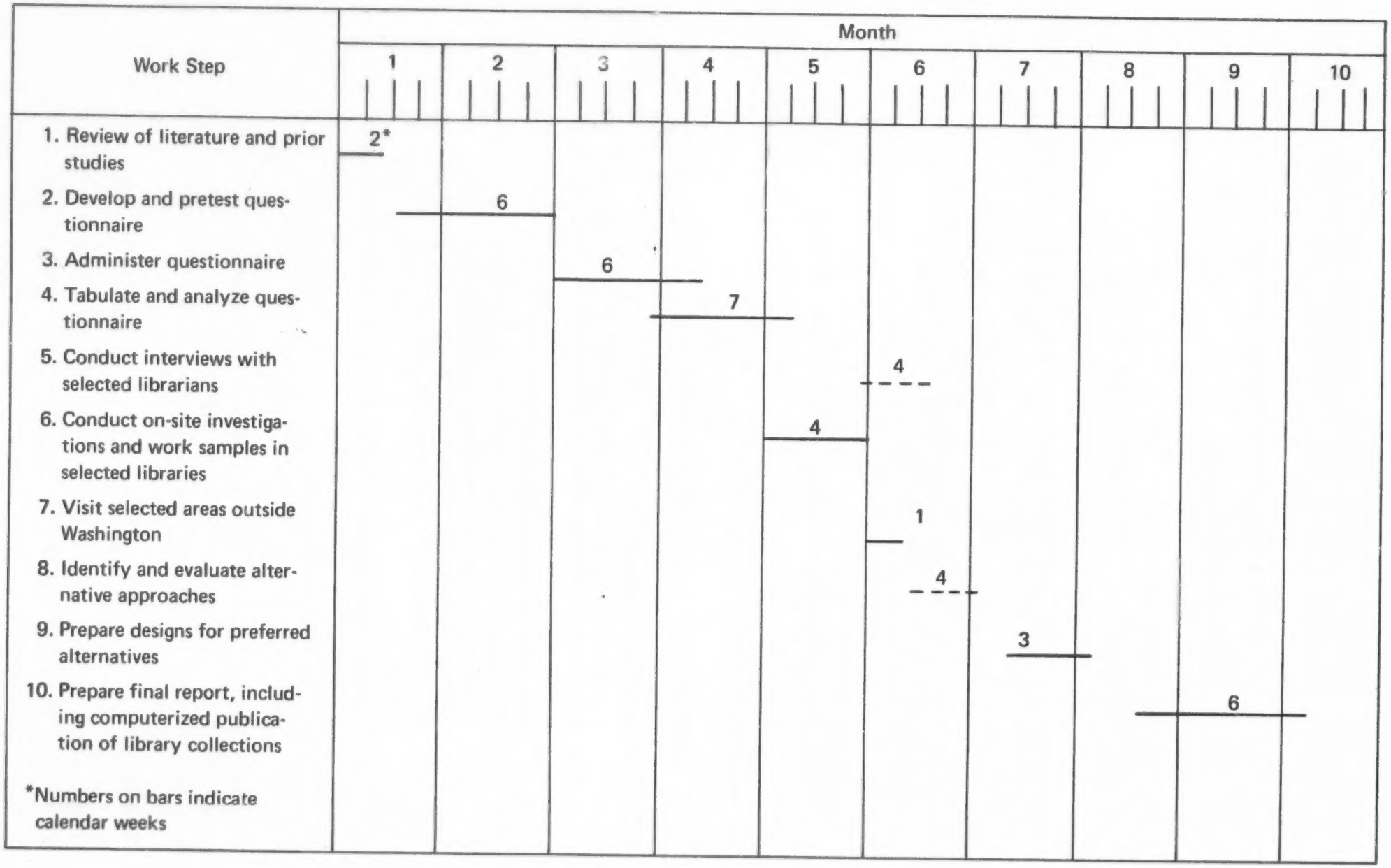
The results of studies proposed to be conducted earlier as a part of the overall design effort, namely those related to (1) user needs and (2) distribution of library facilities, and (3) identification of ongoing and planned research in library cooperation should be utilized to avoid duplication of effort in this study.

4. Schedule

With a concentrated application of research effort, the study should be accomplished within a period of approximately ten calendar months. Exhibit VI, following this page, contains a phased schedule of work.

EXHIBIT V!

Study to Design Cooperative Arrangements for Regional Reference and Research Services



5. Personnel Requirements

The study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Conducting major research and design projects
- Libraries and library problems
- Survey research techniques
- Work samples and analysis of work methods and procedures
- Computer-based information systems

6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG. A special advisory panel of reference and research librarians representing public, Federal, school, university, and special libraries should be established to assist the Committee during the study.

The consultants should submit regular progress reports to the Committee and should be prepared to meet with the Committee at lease once every six weeks.

7. Estimated Budget for the Study

The cost of the study to be performed by an outside professional firm or group is estimated to range from $110,000 to $150,000, inclusive of professional time and expenses and to involve approximately 340 to 500 man-days of effort.

VII. Program Proposal to Design and Demonstrate Cooperative Arrangements for Library Technical Processing Services

1. Statement of the Problem

Duplication of effort exists in technical processing services among libraries in the metropolitan area. Current arrangements of libraries for technical processing services, involving the selection, ordering, and physical preparation and storage of books and other materials, vary in scope and purpose according to the size of the library. Small and medium-sized libraries lack the resources needed to carry on the full range of in-house technical processing services to be found in major Federal and public libraries. These services are all too often assigned as supplementary duties to librarians with highly specialized nontechnical skills who must take time off from direct readers' services to catalog new acquisitions or to perform some routine clerical tasks.

The quality of technical processing services within library systems is deficient in many respects because of the inability of libraries independently to support the full range of needed services. Also, efficiencies are lost to many library systems due to their inability on an independent basis to finance advanced technological devices.

A workable solution to this inefficient use of limited professional manpower has not yet been provided to the librarian of most small and medium-sized libraries in the Washington, D.C., area. The few cooperative technical processing operations that are in existence or in planning have not adequately explored the potential of centralized technical processing facilities for all types of libraries in the metropolitan region. In considering centralized technical processing, however, smaller libraries would need cataloging in greater depth than might be provided by a central facility.

Several approaches are possible among many.

- *Metropolitan-wide cooperative processing facility*—this approach entails the establishment of an independent nonprofit organization which would have close ties to the Librarians' Technical Committee and Human Resources staff of the Council of Governments. Operational divisions would offer specialized services by type of library. The center might supplement or assume services of ongoing technical processing centers in the area
- *Cooperation among jurisdictionally oriented processing facilities*—under this approach, technical processing operations would be located within the portions of each of the three major political jurisdictions encompassed by the metropolitan area. This approach envisions the establishment of technical processing centers to serve more than one library system within the political jurisdiction, by providing common services such as acquisitions and computer book cataloging. This alternative would entail a linkage among the technical processing centers of the three jurisdictions in one or more functional services such as the preparation of union lists. These operations would be assisted in planning and administration on a consulting basis by a metropolitan coordinator sponsored by the Council of Government
- *State-centered processing services*—this approach would involve the establishment of technical processing services at the state level by an appropriate division of state government, such as the State Library or Department of Education
- *Contractural relationships between larger established libraries and smaller libraries*—under this arrangement, larger library systems with experienced technical processing divisions would offer services on a selective basis to smaller libraries which cannot individually support such operations. Natural parings which suggest themselves are public libraries and school libraries, and university libraries and junior or community college libraries

- *Metropolitan-wide consultation services*—this approach would involve provision of specialized staff competence on a central basis through agencies such as the Human Resources Department of the Council of Governments to evaluate existing processing services and to recommend improvements to libraries enlisting consultation services

Needed is a comprehensive study to explore the establishment of new and expanded arrangements for the selection, ordering, physical preparation, and storage of books and other materials for participating libraries on a cooperative basis. This proposal also contemplates cooperative provision of supplementary services arising out of traditional processing activities, including special purpose bibliographies and catalogs and public relations documents.

2. Objectives of the Study

In scope, the study should include all types of libraries (public, school, university, Federal and special) within the metropolitan area. The objectives of the proposed study are to:

(1) Describe the way libraries provide (in-house or through purchase) technical processing services and the manpower, financial, and funding resources allocated to such services
(2) Identify research and development plans for technical processing centers in the metropolitan area
(3) Identify feasible plans for new and/or expanded arrangements for cooperative technical processing services in the metropolitan area
(4) Recommend a design and plan of design implementation for cooperative technical processing services, including supplementary services arising out of traditional processing activities, such as special-purpose bibliographies, catalogs, and public relation documents
(5) Demonstrate the feasibility of the recommended design through pilot projects

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study. The methodology is divided into two phases:

Phase I—*Design of Arrangements for Cooperative Technical Processing Services*

(1) Review pertinent literature and relevant research studies on technical processing
(2) Design and pretest a questionnaire to the entire known population of libraries to elicit information on:

- Existing and planned technical services
- The ways such services are provided and by whom
- The extent of budget, manpower, and facilities allocated
- Suggestions for improvement of such services

(3) Administer the questionnaire
(4) Tabulate and analyze the questionnaire
(5) Visit selected technical processing operations in the metropolitan area and interview library personnel and representatives of commercial technical processing services to validate questionnaire results and to gain further insight into operations
(6) Visit cooperative technical processing installations in other geographic areas to evaluate the applicability to local needs and problems
(7) Identify and evaluate feasible alternatives for library cooperation in technical processing and for means of communicating information to librarians on such items as bibliographies

(8) Prepare and present a detailed design for cooperative technical processing services including specification of financial, organizational, staffing, equipment, and facility requirements

Phase II—*Demonstrate the Feasibility of the Design*

(9) Pretest and implement one or more pilot projects to demonstrate the feasibility of the design
(10) Evaluate the pilot project(s) and prepare a final report setting forth the major headings, conclusions and recommendations of the study

4. Schedule

With a concentrated application of research effort, Phase I should be accomplished within a period of five to six calendar months. The duration of Phase II will depend upon the nature and scope of the recommended pilot project(s) to test the feasibility of the recommended design for cooperative technical processing services. Exhibit VII, following this page, contains a time-phased schedule of work.

5. Personnel Requirements

The study should be conducted by either the staff of COG, consultants, or individuals under contract with COG possessing knowledge and experience in:

- Library operations generally
- Industrial engineering methods and techniques
- Facilities and equipment requirements and planning
- Production control
- Computer systems
- Survey research

6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG. A special advisory panel of library technical processing personnel from various types of libraries should be established to assist the Committee during the study.

The consultants should submit regular progress reports and should be prepared to meet with the Committee at least once every six weeks during the course of the study. Meetings should be held to review recommendations related to the proposed research design at the end of Phase I.

7. Estimated Budget for the Study

The cost of Phase I of the study to be performed by an outside professional firm or group is estimated to range from $55,000 to $65,000, inclusive of professional time and expenses, and to involve approximately 220 to 240 man-days of effort.

EXHIBIT VII

Study to Design and Demonstrate Cooperative Arrangements for Library Technical Processing Service

Work Step	Month							
	1	2	3	4	5	6		18
Phase I								
1. Review pertinent literature and relevant research	1							
2. Design and pretest questionnaire	3							
3. Administer questionnaire		6						
4. Tabulate and analyze questionnaire			5					
5. Visit selected technical processing installations locally		2		2				
6. Visit selected cooperative installations in other geographic areas		1						
7. Identify and evaluate feasible alternatives				2				
8. Prepare and present detailed design					4			
Phase II								
9. Implement pilot project(s)							52	
10. Evaluate project(s) and prepare final report								4

VIII. Program Proposal to Determine the Applications of Computer and Related Technology to Library Cooperation

1. Statement of the Problem

The vast buildup in recorded information is straining the physical storage facilities of libraries. More importantly, increasing difficulties are being experienced in providing effective means of identifying and retrieving information being sought. In addition to problems of accessibility, greater information is needed by libraries to meet the growing requirements of the serious inquirer and for research.

Not unlike his counterpart in other major urban centers of the country, the librarian of the Washington, D.C., area is finding it a complex task to apply the modern data control devices to the increasing mass of data available to him. New automated techniques such as the MAchine Readable Catalog (MARC) hold forth a promise of expediting the cataloging of greater amounts of publications, but the full extent of application for these techniques is yet to be comprehended. Advanced technology which may be applied to several other library activities such as maintenance of circulation and administrative records has not been completely tested or applied to libraries in the metropolitan area.

Research to date has dealt with technological resources and application within a single library or library system. Problems of extending the reach of these systems beyond a single unit or system to other libraries on a regional, interjurisdictional basis has not been studied. Possible savings in human and financial resources have not been ascertained. Thus the librarian is not afforded the information with which to make an informed choice among alternative approaches toward interlibrary cooperation in automation. A comprehensive research study is, therefore, needed to determine the potential application of computer and related technology to cooperative library services.

2. Objectives of the Study

In scope, the study would encompass all of the major types of libraries in the metropolitan area—public, Federal, university, school, and special. The objectives of the proposed study are to:

(1) Determine feasible approaches to library cooperation in automation and telecommunications

- Identify library resources and objectives and goals of each major library system in terms of automation and telecommunications
- Describe existing computer and telecommunication resources of major library systems in the metropolitan area (including those state library systems in Maryland and Virginia)
- Investigate needs and opportunities for shared automation and telecommunication services
- Conduct a systems analysis of the potential applications of library technology
- Specify alternate approaches to meeting needs and opportunities for cooperation in library automation

(2) Design a system(s) (including hardware, software, and service specifications) for the alternative(s) considered most feasible for linking library programs and services

(3) Develop a systems implementation plan specifying organization and staffing, financing, and facility requirements, including the planning necessary for systems implementation

3. Methodology

The following methodology should be employed in accomplishing the objectives of the study:

(1) Review pertinent literature and the statements of missions, objectives, and goals of libraries (public, school, special, Federal, and university) resulting from prior studies
(2) Develop and pretest mailed questionnaire to librarians to identify present and planned computer applications
(3) Conduct reviews of automated systems in selected libraries and library systems in terms of:

- Functional applications
- Facilities
- Hardware capabilities
- Costs and methods of financing
- Organizational arrangements

(4) Analyze existing applications of computer and related technology

- Compare data on existing (and planned) resources and operations of libraries which utilize computer and related technology
- Describe roles, functions, and interrelationships of personnel (professional, paraprofessional, and clerical) involved in computer and related applications
- Specify existing systems configuration including:
  - Input/output surrogate storage devices
  - Telecommunication links
  - Search and retrieval logic and bibliographic record update routines

(5) Evaluate, based on the interviews and questionnaire results, the needs and opportunities for cooperation among libraries in computer and related technology

- Establish levels of technological compatibility for potential cooperative programs among libraries
- Determine adequacy of current system inputs

(6) Develop, describe, and present a systems concept involving:

- Analysis of requirements in terms of program objectives
- Development of alternative approaches and concepts to establish a basic systems framework
- Evaluation of system alternatives
- Selection and refinement of the preferred concept

(7) Complete system design in terms of:

- Description of overall data flow
- Description and flow charts of the required subsystems
- Source data control procedures
- Source data content specification
- Hardware and software requirements
- Operational requirements

(8) Describe potential benefits and develop implementation program

- Identify the potential contributions of the systems toward meeting library objectives
- Construct a detailed implementation plan
- Estimate the requirements of implementation and operation
  - Funding
  - Personnel
  - Equipment

4. Schedule

With a concentrated application of research effort, the study should be accomplished within a period of approximately ten calendar months. Exhibit VIII, following this page, contains a phased schedule of work.

5. Personnel Requirements

The study should be conducted by the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Library automation and computer systems
- Computer and related equipment
- Software requirements
- Systems analysis techniques
- Library operations generally
- Conduct and management of similar or related projects

6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG. A select advisory committee comprising (1) librarians from each of the major types of libraries in the metropolitan area, and (2) specialists in computer technology should be established to assist the Committee during the study. In particular, personnel engaged in the MARC project at the Library of Congress should be included on the advisory panel.

The consultants should submit regular progress reports to the Committee. In addition, the consultant should be prepared to meet with the Committee at least once every six weeks. Meetings will be essential to present and discuss the results of steps (1) through (6) in the methodology.

7. Estimated Budget for the Study

The cost of the study to be performed by an outside professional firm or group is estimated to range from $90,000 to $125,000, inclusive of professional time and expenses. Approximately 24 to 25 man-months of effort will be involved.

EXHIBIT VIII

Study to Determine the Applicability of Computer and Related Technology to Library Cooperation

Work Step	Month 1	2	3	4	5	6	7	8	9	10
1. Review pertinent literature and statements of library missions, objectives and goals	2									
2. Develop, pretest, and administer a questionnaire to librarians		8								
3. Conduct in-depth reviews of automated systems in selected libraries			4							
4. Analyze existing applications of computer and related technology			3							
5. Evaluate needs and opportunities for interlibrary cooperation			1							
6. Develop, describe, and present a systems concept				4						
7. Complete systems design					17					
8. Describe potential benefits and develop implementation program and requirements									8	

IX. Organization and Financial Requirements for Cooperation

1. Statement of the Problem

Cooperation between libraries in the metropolitan area of Washington, D.C., can be carried on at many different levels. It can be as informal as librarians talking to each other at a meeting or as formal as a Metropolitan Library Authority which would operate a total library service to the entire population of the area. It can be between two libraries of the same type or between many libraries of various types. It can be through voluntary associations or through a government agency established by statute.

The infinite variety of possibilities for cooperation leads to a need to determine the type of organization which will produce the optimum amount and kind of cooperation possible under the peculiar conditions prevailing in the Washington metropolitan area. In order to make this determination, it will, of course, be necessary to identify and understand all factors which tend to inhibit cooperation and all factors which tend to produce cooperation. Such factors can be psychological, legal, economic, geographic, jurisdictional, and historical. They may be universally present or may affect only a single jurisdiction or library.

With this information available, the problem is to propose an organization which will provide a cooperative program that is adequate and flexible, which is capable of developing to meet the demands of anticipated growth, and which will be fiscally sound.

2. Objectives of the Study

The scope of the study will involve use of information developed in other studies in this series and additional information from the literature. It will include development of alternate proposals to accomplish the objectives below.

(1) Provide an organization to serve as the operating mechanism for cooperative projects developed as a result of previous research programs
(2) Specify legal and legislative requirements for organizational cooperation among libraries in the metropolitan area
(3) Recommend a program for funding continuing costs of cooperative endeavors of libraries in the metropolitan area:

- Costs of a central operating mechanism
- Related costs of cooperating libraries

3. Methodology

The following methodology should be employed in conducting the study.

(1) Review pertinent literature and relevant research on regional cooperation (include representative sample on social institutions other than libraries)
(2) Review and analyze (for organization and funding implications) reports of previous research in this series
(3) Review and analyze reports of previous research in this series for legal implications, including requirements for implementing legislation such as interstate compacts, local authorization, and regulations of individual agencies

(4) On the basis of (1) and (2) above, design preliminary alternate proposals for organization to accomplish cooperative programs recommended
(5) On the basis of (4), develop budget estimates for central operating mechanism and related costs in libraries
(6) Develop and pretest interview schedules for use with (a) librarians and (b) public officials to determine reaction to preliminary proposals in (2), (3) and (4) above
(7) Conduct series of interviews with librarians and public officials to determine reactions to organization and funding proposals
(8) Tabulate and analyze results of interviews
(9) Revise organization and funding proposals in light of reactions to preliminary drafts
(10) Prepare and present a detailed design for:

- A representative board to advise on policy matters relating to interlibrary cooperation
- A central organization to administer recommended cooperative projects
- A program for cooperative projects not administered by central organization

(11) Prepare and present a detailed fiscal program including:

- Budget estimates for central administrative organization
- Annual cost estimates for cooperative projects not centrally administered
- Recommended funding program including allocation of costs and methods of funding

(12) Prepare and present recommendations for a legislative program including drafts of legislation ordinances and regulations with supporting evidence of need

4. Schedule

With concentrated effort by an adequate staff, this project can be completed in seven to eight months. Since it cannot begin until most of the other research projects in this series are completed, it should be scheduled for the 25th - 33rd month of the total research program.

5. Personnel Requirements

The study should be conducted by either the staff of COG, consultants, or individuals under contract to COG possessing knowledge and experience in:

- Library operations generally
- Public administration
- Law
- Accounting
- Operations research

6. Study Organization and Reporting

The study should be under the overall direction of the Librarians' Technical Committee of COG.

The consultants should submit regular progress reports and be prepared to meet with the Committee at least once every six weeks during the course of the study. Meetings should be held to review recommendations in steps (4), (5), (6), (10), (11), and (12) of the methodology.

EXHIBIT IX

Study of Organizational and Financial Requirements for Cooperation

Work Step	Month 1	2	3	4	5	6	7	8
1. Review literature	2*							
2. Analyze previous research	3							
3. Review legal implications	2							
4. Design preliminary alternate proposals		3						
5. Develop budget estimates		2						
6. Develop and pretest interview schedules		2						
7. Conduct interviews			4					
8. Tabulate and analyze questionnaire				3				
9. Revise proposals				2				
10. Prepare detailed organization design					4			
11. Prepare fiscal program						4		
12. Prepare legislative program							4	

*Numbers on bars represent calendar weeks

7. Estimated Budget

The cost of the study to be performed by an outside firm or professional group is estimated to range from $65,000 to $75,000 inclusive of professional time and expenses, and to involve approximately 240 to 260 man-days of effort.

APPENDIX B

Original Request for Proposal for Designing the Research Program

Subject: Request for Proposals (RFP) for designing a research program on the needs for cooperative planning and action between the District of Columbia Public Library and other libraries in the Metropolitan Area of Washington

At the present time, the D.C. Public Library is one of many libraries and information centers with rich resources in Washington and its environs. Although there are a few areas of cooperation which tend to make some of these resources available to the clientele of other libraries, the majority of specialized resources are accessible only to the immediate clientele of each library. The future of effective library and information services in the District and the Metropolitan Area will depend upon developing additional cooperative programs and strengthening those already existing.

The Metropolitan Area of Washington, D.C. includes Montgomery and Prince Georges Counties in Maryland; the District of Columbia; Arlington, Fairfax, Loudoun, and Prince William Counties in Virginia, as well as incorporated towns and cities such as Alexandria, Bowie, College Park, Fairfax City, Falls Church, Greenbelt, Rockville, and Takoma Park within or adjacent to them. All types of libraries and information centers come within the purview of the proposed study, among them are public libraries; school libraries, college and university libraries (both public and private); junior college libraries; special libraries serving commerce and industry; institutions, churches, associations, foundations, etc.; research libraries; and Federal libraries. Information Analysis Centers and other Information Centers and Networks should also be considered.

There are many complicated factors which will affect planning and implementing such cooperative programs. Effective relationships between two states, the District of Columbia, operating agencies of the National Government, as well as numerous local jurisdictions, are made more difficult to establish when libraries of private institutions and industry are included.

Proposals submitted in response to this request should show an awareness of such problems as well as financial, legal, technological, and internal problems of the libraries themselves.

The feasibility and design study envisioned in this RFP is the first step in a research and development program which will eventually provide a vehicle to bring any library user in the Metropolitan Area any informational resource or cultural writing for which he has a legitimate need. The ultimate objective is to open up all appropriate informational resources of the District and Metropolitan Area to serious enquiry.

The design study should identify those factors which will facilitate or inhibit development of cooperative programs. It should identify types of interlibrary cooperation and types of library service (such as service to the disadvantaged) needed. It should recommend areas for study and establish priorities, including social, political, technological, legal, and financial. It should cite pertinent examples of research and development studies on interlibrary cooperation. Finally, it should recommend a program, or alternative programs, of research leading to the development of comprehensive plans which will achieve the objectives mentioned above.

This recommendation should include an evaluation of various survey techniques and methodologies in relation to problems expected to be encountered in the D.C. Metropolitan Area. It should include a proposed schedule and cost estimate of the recommended research program or alternate programs.

The study will be monitored by the Director of the D.C. Public Library. A council will be appointed to act in an advisory capacity which will consist of the Technical Committee for Library Cooperation of the Metropolitan Council of Governments and selected persons representing library users.

The study shall be completed within a nine-month period with an anticipated starting date of June 24, 1968. Progress reports shall be submitted bi-monthly to the D.C. Public Library and the final report submitted to same not later than nine months after the award of contract.

The contractor shall provide all necessary personnel, materials, and services required to conduct the study. The specialized nature of the study requires the assignment of regular full-time professional personnel for the total time period involved for the completion of the contract.

The award will be made on the basis of the technical competency of the offeror as evidenced by biographies of senior personnel to be assigned to the work, by the quality of the proposal and the offeror's prior related experience, the price and the overall proposal design. The offeror should include a list of his qualifications and similar studies performed elsewhere.

All potential offerors are advised that the costs of preparing their proposal in response to this RFP, and any costs related thereto, shall be borne by their respective organizations. The D.C. Government shall incur no obligations whatsoever for such costs, whether or not a contract is awarded as the result of this RFP. Payment will be made upon receipt and approval of the final report.

This proposal represents the present view of the D.C. Public Library. The terms are subject to further negotiations.

APPENDIX C

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*This bibliography incorporates materials received by the consultant as background for the research design study and does not purport to be exhaustive of the literature in this field.

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APPENDIX D

Roster of Libraries and Institutions Represented on the Librarians' Technical Committee Metropolitan Washington Council of Governments

Alexandria Public Library

Arlington County Department of Libraries

Department of Housing and Urban Development

District of Columbia Public Library

Fairfax County Public Library

Falls Church Public Library

Federal Library Committee

Howard University Libraries

Information Component
Neighborhood Development Youth Program

Library of Congress

Maryland State Department of Education
Division of Library Extension

Montgomery County Department of Public Libraries

Montgomery County Public Schools

Prince George's County Memorial Library

Prince William County Public Library

Smithsonian Institution

Takoma Park Library

U.S. Office of Education
Division of Library Services
Library Planning and Development Branch

Virginia State Library

Virginia State Library Board